

KANSAS FARM BUREAU-FARM MANAGEMENT ASSOCIATIONS,
1931-1950

by

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INTRODUCTION

Historians constantly are confronted with the problem of obtaining accurate and adequate information to give a complete picture of the problem being studied. Usually before someone writes down the historical data many important facts are destroyed or filed away where they are lost. Such is the case of the historical background of the Farm Management Associations. One purpose of this thesis is to record as complete and accurate a history as available data will permit.

The organization has had the co-operation of twelve hundred farmers, the farm management specialists in Extension and the members of the Department of Agricultural Economics. Research and studies have been made of the data gathered from the books. The co-operating farmers have had market information disseminated to them in the form of weekly news letters, they have had a chance to study their own farms through their account books and to compare them with other farms in the same type-of-farming area to see how they stand in relation to other farms. All parties working together have gained through their co-operation with each other.

The reason for choosing this thesis topic was primarily of personal interest. The author worked on the account books during the 1949 summary and analysis work as a graduate student. The work in the Statistical Laboratory for 1949 was

under the direction of Emery Castle, Assistant Professor of Agricultural Economics. During the summary and analysis of the 1950 books Professor Castle was on leave of absence at Iowa State College and the author acted as supervisor in his absence.

Purpose of This Study

The purpose of this study is to give a chronological history of the Farm Management Associations in Kansas, and to a limited extent analyze where the project is failing to meet its original goals. By far the greater emphasis is on the history and on the direct studies made by the Department of Agricultural Economics based on the summary and analysis of the account books.

A project, of the nature and scope that has been undertaken in Kansas to study good farm management, is worthy of being recorded. Many people have given full time and effort as fieldmen or specialists. Co-operating members and workers of research have given of their time and effort, all co-operating together. Much credit for getting the work started is due certain individuals yet the passage of time has separated their names from the work.

The history will be written in a chronological order showing events as they happened, and giving a brief statement of summary and analysis studies that were made.

Limitations of Study

The completion of 20 years of work was an opportune period of time for such a study. It was possible to contact individuals instrumental in starting the work in Kansas and get first hand information to fill in where the records were incomplete. It is a long enough period of time to gain an idea as to the strength of the association and to evaluate the farm records as a source of data.

In reviewing the studies that have been made by the Agricultural Economics Department only those that were made directly from the books have been listed. Many studies that have been made have used account book data in their preparation but it would be nearly impossible to attempt to record all of those. The studies that were listed in this thesis are those coming from the account books directly and most of which were made directly available for the specialists, fieldmen, and in most cases the co-operators. Those mentioned in the paper may or may not include all that have been made but to my knowledge it is complete.

METHOD OF PROCEDURE

The method used was to review annual reports and studies that had been made by specialists, fieldmen, and research workers and to contact personally people who were connected

with the work directly. All the records in the statistical laboratory were available for use as they were needed.

To develop the history prior to the formation of the Kansas Farm Bureau-Farm Management Associations letters were read and much information in unpublished form was studied. Personal interviews were also used to obtain the desired information. The annual reports made by fieldmen in the Associations and the reports made by the specialists in farm management were an invaluable source of information in developing the history.

The research material made available from the analysis and summary of the account books to the specialists, fieldmen, and co-operators by the Department of Agricultural Economics was listed as completely as possible. This included only studies made directly of the summary and analysis or the summary and analysis itself and does not attempt to cover the research that has been made possible by the data from the account books.

Information used in the discussion of non-comparable books was obtained from the files in the statistical laboratory. The conclusions and suggestions appearing in this section are based on observations made by the author.

The Appendix was developed to show the growth and size of the Associations. It also contains tables showing the percentages of comparable books worked out from data in the statistical laboratory and the frequency of various reasons

indicating why books are non-comparable. The classifications of the types-of-farms as they are used to type farms in the associations are included in the Appendix.

REVIEW OF LITERATURE

The complete story of the Kansas Farm Bureau-Farm Management Associations has never been recorded as a history. In various annual reports short reviews have been given as to dates when the work was started but a complete history has not been recorded. The analysis reports made by the Department of Agricultural Economics have not been summarized into a report as such.

In July, 1926, the Journal of Farm Economics had an article by C. M. Case reviewing the service project as it was in Illinois.¹ This outlined the work as it was in Illinois after which the Kansas organization was patterned.

A HISTORY OF THE FARM BUREAU-FARM MANAGEMENT ASSOCIATIONS

The Farm Management Associations are groups of farmers organized for the mutual benefit of members and for obtaining

¹ H. C. M. Case, "Farm Bureau-Farm Management Service Project in Illinois," Journal of Farm Economics, July, 1926.

specific help from the fieldman, Extension specialists, and members of the Agricultural Economics Department, along farm management, accounting, and marketing lines. The farmers pay fees which partly cover the cost of such services. The work of the associations is in cooperation with the Extension Division of Kansas State College and the Department of Agricultural Economics of the Kansas Agricultural Experiment Station. Each association has officers and a board of directors representing the various counties included. A fieldman for each association is selected by mutual agreement of the respective associations and the Extension Division, with the Department of Agricultural Economics acting in an advisory capacity. The Extension Division contributes toward the budget and furnishes help of Extension specialists in Farm Management. The Department of Agricultural Economics cooperates by making the summary and analysis of the farm records and by preparing reports, including those made from the analysis of the books, market news letters, outlook reports, and advice on specific problems.¹

In order to afford a clearer idea of the cooperation given by the Department of Agricultural Economics of the Kansas Agricultural Experiment Station a brief statement of the nature of the work directly connected with the Farm Account Books of members of the associations is made. This will supplement the

¹ Agricultural Economics Report No. 22, Farm Management Association Farms In The Wartime Production of Kansas Agriculture, 1944.

chronological account, many of the facts for which were obtained from reports of the Extension Division, and the various references to material made available to the members.

At the end of each year the account books of members of the associations are sent into the Department of Agricultural Economics for checking, summary and analysis. In some cases, members of the Department assist in checking in these books. After the summary and analysis of the books are completed, the more important summary statements are copied for the files and the account books are returned to the cooperators. From these data, reports of varying length and character are prepared for the members and are used by the Extension Specialists and fieldmen in their contacts with the cooperators. The data are also available for other types of research and teaching activities.

Prior to the beginning of the Farm Management Associations, as they are known today, studies were made through the use of accounts kept of the farm business. A brief history of these studies is given.

A study of the farm business through accounts was started in 1923. During the first year only fifty-seven account books were turned in for summary and analysis. Though many more books had been given out by the county agents, only a few were turned in. By 1929, 560 of the 1,103 farm account books put out by the county agents in the spring were completed and turned in for summary and analysis. The increase in the number of

books for the five year period, 1925-1929, is shown in Table 1.

Table 1. Account demonstrations completed and analyzed.
(1925-1929)¹

Year	: No. of books	:	Year	: No. of books
1925	230		1928	484
1926	401		1929	560
1927	466			

¹ I. N. Chapman, Unpublished report, Division of College Extension, Kansas State College, Manhattan, Kansas.

The accounts were studied with three things in mind. The first and main purpose was to show that operators, by obtaining, analyzing, and using the available information from accounts, organized their farm business on a basis to secure larger returns. The second purpose was to show that operators with access to more market information through the use of outlook material, could develop a more profitable marketing program. A third purpose of the program was to develop a source of reliable information concerning agricultural conditions which not only could build programs for individual farms but also programs for extension work in the various counties.

Each account book represented the beginning of a demonstration in farm organization through accounts. By making a complete analysis of the business, weaknesses were studied and necessary changes could be made. Most of the farm operators thought that at least two or three years of records were

necessary before any radical changes could be made.

At the beginning of each year, a summary of all accounts analyzed the preceding year was made. Also at the beginning of the year, all cooperators and other interested farmers were called together in county summary meetings. The results obtained from the accounts were discussed as well as the method used in obtaining them. Suggestions for improvements applicable to various enterprises were suggested at these meetings. In this way, as an example in 1929, nearly a thousand farmers had an opportunity to learn directly of new ideas and methods. In the following table, the counties covered and the attendance in each is shown for 1929.

Table 2. Attendance at summary schools in various counties, 1929. (Summarizing 1928 records.)¹

County	: Attendance
Clay	44
Cloud	100
Dickinson	45
Geary	27
Harper	60
Harvey	32
Johnson	25
McPherson	75
Morris	47
Ottawa	24
Rice	110
Riley	70
Saline	95
Smith	35
Washington	125
Wilson	47
Total	961

¹ I. N. Chapman, J. A. Hodges, and Morris Evans, Unpublished report, Division of College Extension, Kansas State College, Manhattan, Kansas.

This same pattern of farm account study preceded the formation of Farm Bureau-Farm Management Associations in other states much as it did in Kansas.

Mr. I. N. Chapman, Farm Management Demonstrator, was in charge of getting the farm management associations started in Kansas. This type of service was started in Illinois in the early twenties. The Kansas organization was patterned after that of Illinois in many respects.

A letter was received by Chapman from Mosher on July 17, 1930, answering several questions that had been asked about the work in Illinois. This letter with the answer to the questions is found in the Appendix. The following paragraph is quoted from the letter:

I am glad to know that you are working on an organization of this general nature in Kansas and certainly hope it will work out as satisfactorily with you as it has with us. You may be interested to know that we are just beginning on the organization of a fourth group to begin work January 1, 1931.

Previous to the letter written by Chapman to Mosher on July 12, 1930, was another letter by Chapman on June 9, 1930. In this letter, Chapman asked for copies of the material used in organizing the Farm Bureau-Farm Management Associations in Illinois. In answer to this letter he was sent an outline of the procedure which they followed in organizing the project as it was taken from their report of extension work for 1929. Mosher also answered this letter briefly stating the plan followed in organizing a new group in the fall of 1929.

Chapman worked in cooperation with Dr. W. E. Grimes, Head of the Department of Agricultural Economics, in organizing the work in Kansas. Grimes was very interested in farm management work and gave it his fullest support and cooperation.

A membership sheet was made up in 1930 telling of the services that would be brought to the individual farm. In this same mimeographed sheet, reference was made to the results shown by the work in Illinois. The work had been started there in 1921 with an enrollment of one hundred farmers in one association. In 1929, Illinois had four associations with plans for a fifth and a total membership of one thousand. Eighty percent of the members of the first association were still members in 1929. These results were listed to show the success of the work in Illinois and to help sell the association in Kansas.

A list of eleven points was made up in 1930 prior to the organization of any associations in Kansas. This list entitled, What the Farm Bureau-Farm Management Associations Can Bring to the Individual Farm, was as follows:

1. It will bring a well qualified fieldman to the individual farm at least four times a year and more if possible.
2. It will enable the farmer to study out, with the assistance of this fieldman, the questions which pertain to his own farm business on the farm itself.
3. It will assist him in keeping a complete record of his farm business.
4. It will find the leaks in each enterprise.

5. The fieldman will be able to assist the farmer in stopping these leaks.

6. It will enable the cooperator to increase his return and to make a higher net profit because of a better knowledge of his business.

7. It will show the cooperator how he may increase his income through cooperation with the other members of the association.

8. It will bring the farmer a form of relief which will begin on his own farm and give him more confidence in himself.

9. It will benefit all the farmers in each community because this farm will be the demonstration of the application of better business principles to farming.

10. The cost is very little, much less than any other service organization in existence.

11. The final result will be a more efficient farm business, a higher income from the farm and more comforts and happiness in the farm home.

There were several reasons why it was decided to offer this type of service. One reason was that many changes had been made on cooperating farms in the period from 1923 through 1929, which had resulted in a decided increase in the net farm profit. These records, in many cases, merely served to show that individual farmers needed assistance in planning the necessary adjustments; however, neither the county agent nor the farm management specialist could give sufficient time to each individually. Many other farmers, in other counties, wanted to get into the work of "Farm Organization Through Accounts" and this would not have been possible unless the work was dropped in the counties in which it had been in operation

for the last six years. The county agents and farm bureau executive boards in the older counties were unwilling to drop the project and insisted that cooperating farmers were more than ever realizing the need and value of assistance rendered by these demonstrations. In view of these and many other reasons, it seemed that the farm bureau executive boards, with the assistance of their county agents, the farm management specialists, and the Department of Agricultural Economics, should form their cooperators into groups known as Farm Bureau-Farm Management Associations.

Plans for program organization were drawn up with the following procedure in mind. The farm bureau executive board, in each respective county, would suggest a number of cooperators and assist in the organization of these cooperators into Farm Bureau-Farm Management Associations. Each association was to have a membership of not less than one hundred nor more than two hundred members. Each member was to pay dues in proportion to the total number of acres in his farm. The membership of the association was to be established and maintained by the cooperative efforts of the officers of the association, the farm bureau executive boards, the county agents in the counties interested, and the farm management demonstrator. Plans were made for selecting the executive committee and its officers. These will be discussed later.

The original plan was to carry on for three years and it would depend on the needs of the cooperators if it was extended

beyond this.

The division of responsibility was set up so that each person involved knew what his job was to be. This division of responsibility may be found in the Appendix.

The results of the project were measured in the following way:¹

1. By the number of association members who complete the farm account book.
2. By the number of suggestions made by the fieldman which were put into use.
3. By the number of men who have been enabled to increase their income because of an improvement in the management of crops, livestock, and the business of the farm, which are a result of the application of farm management principles received through the association.
4. By the living standards of the home which are a result of the Farm Bureau-Farm Management Association.
5. By the interest that is developed in farm cost accounting.

Shortly after the associations were started, they developed long-time goals which have varied but little. They were as follows:

1. To perfect plans for maintaining the membership in Farm Bureau-Farm Management Associations and to place these associations on a sound financial basis.
2. To increase the number of associations operating in Kansas in order that the advantage of this work may be extended to all sections of the state.
3. To furnish the cooperators with the best information available on the agricultural outlook.

¹ B. W. Wright, Annual Report of the Farm Management Project, 1935.

4. To demonstrate the use of the summary and analysis of farm and home accounts and of outlook information in planning the program of the farm.

5. To develop farm cost accounting by single enterprises.

6. To increase farm cost account enterprises as the experience and interest of farms develop for this phase of the farm management project.

Each year in the annual reports, the goals were entered and the accomplishments for each were listed.

The organization of two farm management associations was set as a goal in 1930. The organization of these two associations was in cooperation with the American Banker's Association and the Kansas Banker's Association.¹

The work of organizing these associations was started in August of 1930. Dan Otis, Director of the Agricultural Commission, American Banker's Association, happened to be in the state at that time and his counsel and aid were solicited. Also a conference with Secretary Bowman of the Kansas Banker's Association was held and both of these gentlemen not only reacted favorably toward the movement but promised whole hearted support and assistance.

The title, "Banker-Farmer Project" was given to the work under farm management subproject 16A and 16C.

Local bankers acted as local leaders by soliciting cooperators, organizing meetings, and getting the farmers to go

¹ I. N. Chapman, Annual Report of the Farm Management Project, 1930.

to meetings. They did an excellent job of boosting for the project whenever the opportunity offered itself.

Probably the greatest assistance was rendered by the Kansas Banker's Association in getting back of the project and boosting it with enthusiasm.

The areas included in these associations were Washington, Riley, Clay, Cloud, Ottawa, and Geary counties. In the southern area were Kingman, Sedgwick, Harper, Sumner, and Cowley counties.

Preliminary meetings for arranging the details of the organizational work were held with the bankers of these two areas. The northern meeting was held at Clyde, Kansas with Secretary Bowman of the Kansas Banker's Association in attendance. President B. A. Welch of the association attended the southern meeting which was held in Wellington, Kansas. Both of the men gave much assistance in lining up the bankers as local leaders for the movement.

It was decided at these preliminary meetings to have a banker-farmer meeting early in September in the same towns as the hop-off meetings for the membership campaign. Each banker was to bring one or more farmer patrons and their wives as his guests to the meetings.

The meetings were well attended, and there was a lot of enthusiasm among those present. It was one of the first times that a meeting between farmers and bankers had ever been held in the state to develop a better understanding between the two

groups.

Also on the program at these two meetings to help explain the work of the Farm Bureau-Farm Management Association were Dan Otis, Director of the Agricultural Commission of the American Banker's Association; Congressman James G. Strong; and Dean H. Umberger and the Extension Economist in Farm Management.

Approximately 250 people attended each meeting. A few cooperators were signed at these meetings. However, most of them were obtained by personal solicitation after these meetings.

The northern area began work December 1, 1930, with a membership of 170. R. E. Curtis was fieldman. The southern area began operation on January 1, 1931, with approximately 170 members. W. S. Speer was the fieldman.

The organization was largely financed by the members, each organization subscribing a budget of \$4,500.00. Kansas State Agricultural College contributed \$1,000.00 every year for a three year period.

A contract agreement was used in signing a member to the association for three years.

Among the things listed in the original contract were:¹

¹ I. N. Chapman, "Original Contract", Annual Report of the Farm Management Project, 1930.

1. The executive committee consisting of one representative from each county included in this association and one representative of the Kansas Banker's Association. The Dean of the Extension Division, Kansas State Agricultural College, or his representative was also a member of this committee, "ex officio".

2. The fieldman chosen by the executive committee of the Farm Bureau-Farm Management Association and the Dean of the Extension Division, KSAC.

3. The annual service charges paid by a cooperating member, appearing in Table 3.

Table 3. List of service charges paid by members in the Farm Bureau-Farm Management Associations according to size of farm.

No. of acres	:	Charge
160 acres or less		\$16.00
200 acres or less		18.00
240 acres or less		20.00
280 acres or less		22.00
320 acres or less		24.00
360 acres or less		26.00
400 acres or less		28.00

4. Individual farm records would be kept confidential.

5. The fieldman would visit the farm from four to six times each year.

6. That accounts would be summarized each year.

7. That a detailed analysis of the individual farm would be made to the cooperator each year and that the third year, the cooperator would receive a report showing a summary and analysis for the first two year period.

Many other details were mentioned in the contract but these were considered the more important ones. Contracts were

made for a three year period, and, in the event of death, were immediately void.

Because of the economic conditions in 1931, it was decided that no further organizations should be undertaken at that time.¹ All effort at that time was being directed towards maintaining the two organizations already in operation.

Both organizations were going along fine in spite of adverse conditions. The southern organization was the stronger of the two. It was necessary to change fieldmen in the northern association which caused a disturbance. Most of the co-operators were not discouraged by this, however, and continued on with the work.

R. E. Curtis resigned on November 30, 1931 as fieldman in the northern association and J. H. Coolidge was selected to fill the place. Coolidge began work on December 1, 1931.

As soon as the books for 1931 were checked, summarized and analyzed, the Department of Agricultural Economics made preparation for tabulating data for a series of reports to be sent out to the cooperators. These first reports were prepared by Morris Evans, Professor of Agricultural Economics, Kansas State College. Some of the subjects dealt with were: Distribution of income and expenses, Farm machinery inventories and operating costs, Relation of size of farm to net farm in-

¹ I. N. Chapman, Annual Report of the Farm Management Project, 1931.

come, Percentage distribution of tillable area, Distribution of area and crop yields, and Poultry returns. Later in the year Hodges prepared a report on The Value of Food and Fuel Furnished by the Farm, and a second report on the Hog Enterprise. The policy of preparing a rather large number of short reports was continued for a number of years. In the first reports, the upper one-third, middle one-third, and lower one-third of the farms, arranged according to net farm income, were shown separately. These were changed to show the high one-fourth, the low one-fourth, and the average for all farms a few years later. Nearly all of the studies listed above were continued from year to year and are discussed in more detail later on.

In spite of the depression years, membership held up very well.¹ Due to a poor start the first year for the North-Central Association, there was quite a loss of members at the end of 1931. Membership had dropped from 170 to 96. By April of the following year, 30 new cooperators had been obtained, making the total membership 106.

In the fall of 1932, the project plan was expanded. Through the cooperation of the Home Management Specialist, KSAC, more time and consideration were given to the household records. The Home Management Specialist summarized and analyzed the household

¹ I. N. Chapman, Annual Report of the Farm Management Project, 1932.

records and assisted the Farm Management Specialists in holding analysis and other more general meetings of the associations.

As an aid to the associations, the Kansas Banker's Association urged their individual bank members to assist in keeping the membership to a maximum.

Five counties were added during 1932. They were Dickinson, Marshall and Morris in the North-Central Association and Butler and Pratt in the South-Central Association.

The associations were supported largely by dues. The amount per farm was on a sliding scale depending upon the size of the farm. The average amount paid per member in the southern association was approximately \$27.00. In the northern association, the approximate amount was \$23.00 indicating the difference in the size of farms between the two areas.

During the early part of 1932, a summary meeting was held in each area to acquaint the membership with the results shown by the records. In the northern area, there were 120 members and bankers from cooperating banks at the meeting. At the meeting in the southern area, there were 216 members and bankers present.

For several years after the Farm Bureau-Farm Management Associations were started, the fieldmen kept track of suggestions made and the number of suggestions carried out. The keeping of this record was part of the fieldman's visit and was regarded as "Records of Progress" by the cooperating member. Figures taken from the actual "Records of Progress" of the

northern association in 1931 show that out of 685 suggestions made by the fieldman 628 were adopted. The percent of adoption or efficiency of suggestion was 91.2 percent. In the southern association 3,107 suggestions were made and 1,848 were adopted for a percentage of 59.

The average net farm income of association members improved from 1931 to 1932 but they were still low. Livestock showed up relatively well since feeding ratios were favorable. Fixed charges were one of the main problems on many farms, which were left without much flexibility if these charges were to be met. These facts were responsible for two reports to co-operators. Hodges and Evans prepared a report on The Cow and Hen in 1932 which showed the advantages of these enterprises during that year. A second report by Hodges and Coolidge discussed the relation of fixed charges to net farm income.

On July 1, 1932, because of the financial condition of the association, it was necessary to allow J. H. Coolidge, fieldman for the North-Central Association, an extended vacation without pay. This placed the field work of this association directly in the hands of the State Extension Economist in Farm Management.

In December, 1932, Coolidge was recalled and appointed to assist in the completion of the year's records of the association members.

During December, 1932 and January, 1933, I. N. Chapman, Extension Economist, was engaged in obtaining new co-operators

for the northern association. For the remainder of the year, he was transferred to act as fieldman of this association.

Coolidge served as Extension Economist in charge of the Farm Management Project in the State Extension office in the absence of I. N. Chapman.

Marguerite Harper, Specialist in Home Management, presented at county summary meetings information obtained from the home account books.

One of the projects carried on by the North Central Farm Bureau-Farm Management Association was sponsoring a bus trip to Kansas City where members could study the demands of the livestock market and the methods of classifying the livestock offered for sale. A total of fifty-five people made the trip to Kansas City.¹

In August, 1933, following the resignation of W. S. Speer, who had been fieldman there since the organization of the association in 1931, J. H. Coolidge, Assistant Extension Economist in Farm Management, was transferred to complete the year as fieldman for the South Central Association. The headquarters of the association were in the Farm Bureau Office at Kingman. On January 1, 1934 he was hired by the association as fieldman. Harvey, Reno and Stafford counties were added to the South Central Association in 1933 to extend the program to ten counties.

¹ I. N. Chapman, Annual Report of the Farm Management Project, 1933.

Studies from the books were continued in 1933. An income and expense summary was prepared for the Northern Farm Bureau-Farm Management Association covering both 1932 and 1933. The study divided the farms into the upper 25 percent, lower 25 percent and average of all farms. A column entitled "Your Farm", was left blank so that the cooperator could write in the figures of his own farm and conveniently compare it with the other farms in the association. The income figures were broken down into dairy products, cattle receipts, hog receipts, poultry receipts, sheep receipts, horse receipts, and crops sold, inventory change on crops and feeds and on seeds and supplies and miscellaneous receipts. These were totaled to give the gross income. The expenses were broken down into twelve classifications including such things as feed purchased, labor hired, machinery expenses, and depreciation. The same income and expense summary was compiled for 1933. There were 98 farms compared in 1932 and 116 farms in 1933. The third phase of the income and expense summary was an average percentage distribution of gross income and total expenses on all farms as compared with the 25 percent high and 25 percent low income farms for the same years.

Another study in 1933 was made by J. A. Hodges and I. N. Chapman on farm machinery covering investment, depreciation, and operating costs on 116 Northern Farm Bureau-Farm Management Farms. There were nine tables showing the importance of machinery,

investment arrayed according to net farm income and according to crop acres, depreciation on basis of net income and crop acres, net cost of machinery per farm and per crop acre based on net farm income and crop acres and table nine was a comparison of income and expense of tractor and non-tractor farms.

The value of food and fuel furnished by farms on the Northern Farm Bureau-Farm Management Associations was also compiled by Hodges and Chapman for 1933. It involved the amount of home used products, value of these products and had tables to show the distribution in regard to tenure, by counties and to show the relation of value to net farm income.

Another study was made by J. A. Hodges entitled "The Effect of Size of Farm and Price Level on Net Farm Income on Farm Bureau-Farm Management Associations Farms". The study included 95 farms from the Northern Association and 131 from the Southern Association in 1931 and 116 farms from the Northern Association and 84 farms from the Southern Association in 1933. It discussed the measures of size and relationship of size and net farm income as being affected by wide price fluctuations. Also, in this study was a discussion of net farm income adjusted for changes in inventory values of livestock, feed, and supplies. Some difficulties of large farms were listed.

All of these studies were mimeographed and made available for the fieldmen to use in their meetings or to distribute to the members as well as being available for further studies in the

Agricultural Economics Department or to anybody who might be interested or have use for them.

The fieldman wrote a weekly letter to the cooperators in which he offered advice and suggestions. The letters told of desirable practices that were constantly being improved and kept the farmer in contact with changes that would be to his benefit. The fieldmen used the letter to post his membership of his activities and to inform them when he would be in their vicinity.

Included with these letters was, "The Kansas Agricultural Situation". It was issued monthly by Department of Agricultural Economics and the Extension Services of the Kansas State Agricultural College. It was a forecast of market trends applying to conditions during the 30 days following their issuance unless otherwise stated. The statements were prepared shortly before the tenth of the month of their issuance. Included in publication was the Kansas situation, the wheat situation, the corn situation, the hog situation, the cattle situation, the dairy situation, the poultry situation, and the United States situation.

I. N. Chapman made arrangements with the Agricultural Economics Department to have the "Weekly Trends of the Markets", mimeographed and sent to the cooperators. This publication was read over radio station K.S.A.C. on the Farm Business Half Hour. The "Weekly Trends of the Markets", was a commodity and price forecast and in 1931 was written on strictly a commodity basis.

Each commodity was covered each week. It was written by members of the Marketing Staff in Agricultural Economics.

In 1934, The Kansas Banker's Association appointed B. A. Welch to a three year term as director of the Farm Bureau-Farm and Home Management Association to succeed E. B. Harlow, whose term had expired.

The contract, used in 1934, was essentially the same as the original contract used in 1931.

I. N. Chapman was fieldman for the North-Central Farm Bureau-Farm and Home Management Association up until June, 1935 when he had to resign because of ill health.¹

B. W. Wright, county agent in Russell county, came to the Central Extension Office in Manhattan February 15, 1934 as Farm Management Specialist in charge of all phases of the Farm Management Project.

The income and expense summary per farm for 1934 in the Southern Association was by size groups rather than by high and low income farms as it had been in 1932 and 1933. The same breakdown of income and expenses was used and the farms were classified according to number of cultivated acres. Other studies included the relation of size of farm to receipts and expenses per crop acre and percentage distribution of income and expenses per farm, again by farms arrayed on basis of size.

¹ J. H. Coolidge, Annual Report of the Farm Management Project, 1935.

A summary of these three tables was made by J. A. Hodges and J. H. Coolidge.

The income and expense summary for the North-Central Kansas Farm Bureau-Farm and Home Management Association was worked out showing the upper 25 percent, the lower 25 percent and the average of all farms in the same way as it was in 1932 and 1933.

In 1933, Homer J. Henney, Department of Agricultural Economics, wrote a paper on "Picking Profitable Projects". In this paper, he ranked projects according to the largest net profit or least loss. In the left hand paragraph he would quote certain odds, such as 8 out of 10 or 2 out of 10, then would proceed to the right of these odds with a statement about the project. An example would be:

Chances for Profit¹
Above Costs

8 out of 10

Buying choice white face steer calves for wintering well and selling with a short grain feed after August 1, 1936.

1 out of 10

Buying 800 to 900 pound choice white face steers to full feed on soft corn for the February market.

At the end of the letter was enclosed an application blank on which the cooperator could submit his problem and send it to Henney to be answered.

¹ Homer J. Henney, Picking Profitable Projects, November 1, 1935. (This letter was used for purposes of illustration since none of the 1933 letters was available.)

Drought and depression had a very depressing effect on the two associations. One of the long-time goals as listed in the 1935 report was, "To perfect plans for maintaining the membership in Farm Bureau-Farm Management Associations, and to place these associations on a strong financial basis." The accomplishment of this goal was answered as "Drought and low prices for farm products have made it difficult to maintain membership in the Farm Bureau-Farm Management Associations. It has been practically impossible to place these associations on a strong financial basis."

Another long-time goal for several years had been to increase the number of associations to cover the entire state. It was not until three years later that any more associations were added. It was 1950 before the entire state was completely covered.

Meetings other than summary meetings for the membership were used quite extensively about this time. They were more popular in the northern area with from four to six meetings per year being held in each county. The southern association was slower to take hold of this type of meeting but did average two meetings per county by the end of 1934.

On May 7, 1935, I. N. Chapman became ill and was unable to continue on as fieldman for the northern area. During this period of illness, J. Warren Mather, a graduate student in agricultural economics, was hired to fill in for Chapman. He worked from June 3 to June 29, inclusive. Before Chapman was

able to come to work, he received an appointment to the Soil Conservation Service.

On July 18, 1935, Glen B. Railsback was hired as fieldman for the North-Central Farm Bureau-Farm and Home Management Association and served until 1939. Prior to going to work as a fieldman, Mr. Railsback had been county agricultural agent in Kiowa county, Kansas.

In 1935 a composite presentation of the income and expense summary was made going back to 1932 and up through 1935. At the end of this summary and analysis paragraphs were written concerning net farm income, gross receipts, high income in relation to volume of business, percentage of receipts from livestock, importance of purchased feed, and a discussion of other expenses. The same type of report was made for both associations with J. A. Hodges and Glen B. Railsback writing the report for the northern association and J. A. Hodges and J. H. Coolidge writing for the southern association.

As in the past years the same system of collecting the books the last of December and the first of January was used. This plan was used in order that the Home Management and Farm Management Specialists would have an opportunity to come in direct contact with the association members and also to assist in the collection of the account books so that analysis could be made earlier. This gave them a chance to hold county summary meetings previous to filing of the Federal Income Tax statements.

During the spring of 1936, L. C. Williams, in charge of the agricultural specialists, suggested that he would like to have a joint meeting of the board of directors and other interested members of the two associations sometime during the summer.¹ Such a meeting was held on September 9 in McPherson, Kansas as a central meeting point. The morning program consisted of a discussion of the purpose of the meeting and a review of the results of the Farm Bureau-Farm and Home Management Association work in Kansas and in other states by the Extension Specialists. A chart was prepared showing the number of members and the budget for each association during the years from 1931 to 1936. Part of this information is shown in Table 4.

Table 4. Budget and the surplus or deficit for each association from 1931 to 1936.

South Central Association			:	North Central Association		
Year	Budget	Difference	:	Year	Budget	Difference
1931	\$5,274	-\$254.97		1931	-	-\$950.46
1932	3,769	- 329.76		1932	-	+ 839.03
1933	4,069	+ 634.41		1933	-	- 107.97
1934	4,000	- 249.60		1934	\$4,410	- 55.07
1935	4,500	+ 203.82		1935	5,158	+ 198.12
Average		+ .78				- 15.27

There were quite a few suggestions made during this meeting. It was suggested that more contacts should be made on the farm

¹ B. W. Wright, Luke M. Schruben, and C. R. Jaccard, Annual Report of the Farm Management Project, 1936.

by the fieldman, and that there should be as small a number of counties included in each association as possible to maintain it. Types of records that a member should keep were discussed and some members desired to use a system of project records though nothing definite was decided along this line. The suggestion of association tours, to see interesting work which association members were doing on their farms, was favorably received. Many other items were discussed at this meeting.

Because of so many requests for assistance in preparation of the farm income tax report, it was decided to extend this service to association members in March, 1936. Members who found it necessary to file returns were invited to attend a central meeting point in the county where an assistant or the fieldman helped the members to prepare their income tax reports.

Because there was considerable interest with respect to farm business problems between banks and farmers, there was a special Banker-Farmer Project worked out to develop a closer relationship. Since this had little influence on the Farm Bureau-Farm and Home Management Associations, little more will be said about it.

In May, 1936, an egg marketing program was started in Washington county where the facilities of the Washington County Creamery at Linn were used for carrying on this program.

It was a banner year for studies made by the Agricultural Economics Department in 1936. The same type of income and expense summary of high, low, and average farms was made for both

associations. It covered 96 farms in the southern association and 100 farms in the northern association.

A complete analysis was made of 69 dairy farms by the department in cooperation with extension and the Department of Dairy Husbandry.

Further income and expense summaries based on size of farm and net farm income were made of the southern association by J. A. Hodges and J. H. Coolidge. This was a continuation of the same study made in 1934 of the southern association.

A study of income and expenses by tenure from 1932-36 covering 458 farms was made by J. A. Hodges, L. F. Miller, and J. H. Coolidge. Tenure was classified as owners, part owners, and renters. This study was made on southern association farms.

Another report was prepared on southern association farms showing the distribution of net farm income by number of farms and by percent of income covering 1931 through 1935. There were no authors listed for this study which was also true of some of the other reports.

A one page mimeographed sheet was prepared by Harold Howe, Professor of Agricultural Economics, and Leonard F. Miller, Instructor of Agricultural Economics, both of the Department at Kansas State College, on the sales tax burden on farmers. The study was made on records for the last year before the law went into effect to avoid cases where the sales tax had been entered in the account book as part of the purchase prices.

One of the long-time goals which the project has had since its origin has been "To increase the number of associations operating in Kansas in order that the advantages of this work may be extended to all sections of the state." Up until 1937, nothing had been done to start new associations although the area covered by the other two associations in operation had been expanded. However, during 1936, plans were made to expand the number of associations by one the following year.

During 1936, all eleven Dairy Herd Improvement Associations were transferred to Dairy Farm Record Associations. Dairy Farm Record Supervisors taught the Dairy Farm Record Association members the principles of farm record keeping and assisted them in the summarization and analysis of their books. This was an example of additional work in farm management that was being carried on at that time.

In organizing the new association in southwestern-central Kansas, two district meetings were held.¹ One was at Larned, December 29, 1936, and one at Coldwater, December 30, 1936. There was evidence that the Larned meeting was of little assistance. The meeting in Coldwater seemed to help.

The new association was organized in 10 counties west of the South-Central Association. W. J. Conover, county agent in Ellis county, was hired as the fieldman. He began work March 23, 1937 with headquarters in Pratt. The association completed its first year of operation with 115 members.

¹ B. W. Wright and Luke M. Schruben, Annual Report of the Farm Management Project, 1937.

M. L. Robinson, District Supervisor, assisted in membership campaigns in the two established associations, as well as the new association in southwestern-central Kansas from March 14 to March 31, 1937. Later in the year, Robinson assisted in a membership campaign in northeast Kansas in preparation for forming an association there.

Prior to the hiring of the regular fieldman in the new association, Karl Shoemaker and J. Edwin McCollm, both of Manhattan, Kansas assisted in the organizational work from December 1, 1936 to March 12, 1937.

In the latter part of November, 1937, a campaign was gotten under way in the twelve counties in northeast Kansas. It was necessary to have a larger membership in this area than in the previously formed associations due to the smaller sized farms. The membership was accomplished through meetings with farm bureau-executive boards and 4-H Club leaders. A follow-up of these meetings through farm visits then was used to secure memberships.

The dues rate in 1937 was altered from the original schedule of charges made in 1931. The new schedule of rates was as follows: minimum dues were \$16.00 or 10 cents an acre for the first 160 acres or fraction thereof; dues of 5 cents an acre were charged for each additional acre above the 160 acre minimum, maintaining the maximum charge of \$50.00 for farms of 840 acres or more.

An interesting sidelight that took place in 1937 was a skit

presented by the Frank Young family of Kingman county to the Kansas Bankers Association at their annual meeting in Wichita on March 10. The skit covered actual farm happenings from 1930 until 1937. Eventually, the skit included the entire family of eleven members and was given at a number of meetings.

Growth of the Farm Bureau-Farm and Home Management Associations may be seen in the group of graphs, maps, and charts shown in the Appendix.

In 1937 the two original associations had been renamed Association No. 1 and No. 2 with the northern association being No. 1. The summary for the year for Association No. 1 was put out in a small book called "Seventh Annual Report of Farm Management Association No. 1." The summary and analysis was made on the basis of different types of farms including cash grain (44 farms), hog (10 farms), beef (14 farms), and dairy and poultry (12 farms). The crop acre was the unit used for comparison. Each group was divided into high, low, and average. In the back of the pamphlet was a farm manager's quiz that each cooperator could give himself to help determine what he needed to emphasize.

During 1937, the plan of the special Banker-Farmer Project which was started in 1936, was carried out. The plan did not work out as well as the Farm Bureau-Farm and Home Management Association project in operation. As new associations were added it was possible for cooperators in the special Banker-Farmer Project to become members of these and to drop the

special project.

In 1938, a fourth association was added in northeast Kansas, making a total coverage of forty-five counties.¹ There were a total of 631 contracts signed for membership. The names of the associations had been changed to one and two for the two original associations and the southwestern-central association was called Association No. 3. The newly formed association in northeast Kansas was called Association No. 4.

The financial conditions of the associations were not too sound in 1938. It was necessary to collect at least 75 percent of the membership dues outstanding in Associations 1 and 2 before they could end the year with any cash balance.

Quite a publicity campaign was put on to build up the membership as well as to inform the general public more about the farm management associations. In Washington county, a system of circular letters were used in conducting a membership campaign. A leaflet for distribution was prepared on the subject, "For Better Living from the Land". It told how the associations worked, what they cost, what they aimed to do, and where the closest one was. Other information, such as posters, was prepared showing different phases of the work.

It was found that some of the records kept by farm management cooperators were not as complete and accurate as many people

¹ B. W. Wright and Luke M. Schruben, Annual Report of the Farm Management Project, 1938.

thought they would be, and that additional forms were needed for a better summary and analysis.

It was the hope of the people concerned in 1938 to organize at least one association per year until all twelve of the type of farming areas of Kansas were included. Expansion though has been quite limited.

Members were given a complete set of farm and home account books. Both books were kept under the same cover. It was suggested that the farm operator keep the farm account book and the homemaker keep the home account book. The cooperators were encouraged to have points in mind when the fieldman made his visits to the farm. Likewise, the fieldman had material available he wanted to present to the farmer. Farmers were encouraged to take part in the summary and analysis of their books because it was felt that they got more value from the records by taking part in this procedure. All business of the association members was confidential and was kept that way because the confidence of the operator was necessary for the fieldman to be of the most help to him.

The primary aim of the Farm Bureau-Farm Management Associations was continually brought before people and was stated: "To increase the net farm income of its members so that they will be able to improve the standard of living for their usefulness to the community". It was emphasized that membership in the association was a business proposition and that it must return the original investment plus a reasonable amount for the

investment.

It was necessary to have eight or more members in a county before that county was eligible to have a director as a county representative. This was one of the original rules.

Crop and economic conditions had considerable bearing on the work in 1938. Poor crops and low prices had a very depressing effect on the economy. It affected the associations in two ways: (1) It made the money or dues much harder to collect; and (2) it was much harder to get the application of suggestions made by the fieldman. The farm management work was so complete and intensified that only the most willing cooperators were, as a rule, willing to undertake the plan.

The fourth Farm Management Association was organized February 28, 1938. It included counties in type-of-farming areas 3 and 4 plus Franklin and Osage counties in area 2 and Lyon and Wabaunsee counties in area 5. Experience from starting previous associations made for cautious planning in starting Association No. 4. It had been found that over thirty days was required to start a new association and the more time spent with a member getting him started, the better were his records later. Often times it took a minimum of three hours to start a new member and many times longer. Operators varied greatly in their interest and in their willingness and abilities to record the details of the farm business and production records.

On March 15, 1938, W. H. Meissinger, county agent in Pawnee county was hired as fieldman for Association No. 4. Due to the

late start of the new fieldman, assistance was given by the state office in getting new members started. In order to have an adequate budget for Association No. 4, 192 members were needed. A total of 203 members were secured for the first year's operation.

Drought and crop failures were taking their toll among association members. Due to the membership dues of Association No. 3 lacking \$1,500 of reaching the amount called for in the budget, it was decided to absorb it into the other associations for 1939. This decision was finally reached after the resignation of Glen B. Railsback, fieldman for Association No. 1. It was decided to move W. J. Conover to Association No. 1 and to divide Association No. 3 between Association No. 1 and No. 2. Pottawatomie county was moved into Association No. 4 from No. 1.

Loss of membership seemed to follow the belt of crop failures with the greatest loss of membership in the counties farthest west.

The financial condition of Association No. 4 caused much concern because crop failures had made dues collections poor and many accounts were considerably overdue.

The expense of operating the associations had been in excess of \$1,000 each from the extension fund except for one association. They are summarized as follows:

Association 1	.	.	\$115.54
Association 2	.	.	0.0
Association 3	.	.	818.60
Association 4	.	.	<u>325.14</u>
Total			\$1,259.14

There were the usual income and expense summaries by tenure and size of farm for 1938. They included reports from all farm associations. Farm machinery studies were made in Association No. 1, No. 2, and No. 4. The study for Association No. 1 was made by Raymond J. Doll and covered investment, depreciation and costs. The same study was made in Association No. 2 by J. A. Hodges and J. H. Coolidge and in Association No. 4 by Luke M. Schruben.

A study, covering the same three Associations mentioned above, was made on the use and tenure of farm land and the yield of crops. It covered the distribution of farm land according to use and tenure, crop acres, crop yields, and crop index and net farm income. These studies were made by J. A. Hodges of the Department of Agricultural Economics and the fieldmen of the respective associations.

In 1938, livestock, legumes, and size of the farm business, as measured by the number of crop acres were important factors affecting the return for management on farms of Association No. 1. This study was made by R. J. Doll and J. A. Hodges from the Department and W. J. Conover and G. S. Railsback, fieldmen for Association No. 1.

A brief review of membership will be given to show some of the problems involved. It had been necessary to add five counties to Association No. 1 to maintain its membership of approximately 150 members. The membership of Association No. 1 in 1939 was 152 members. To keep this figure, there had been

a total membership of 492 over the period of years which it had been in operation. In other words, 340 memberships had been discontinued since the start of the Association in 1931. In Association No. 2, the 1939 membership was 131 and 252 memberships had been discontinued or there had been a total membership of 383. Six new counties had been added to Association No. 2 by 1939.

Much concern was given to the collection of dues in the joint meeting of Farm Management Association members held on August 15, 1939 in McPherson, Kansas. Walter Wilson, Association member from Holton, Kansas was chairman of this meeting. He said that he had a great deal of experience in collecting accounts and few volunteered to pay. Inducements had been made to get members in. Often times, collections were neglected. He thought that the procedure was not wrong; however, a more selective rule should be followed. Wilson suggested that each member should pay 50 percent at the beginning and make definite arrangements for the balance.

It was voted at this meeting to hold tours the following year and also to hold an annual meeting for 1940. There were 13 votes favoring the meeting and two votes opposing, thus indicating a small attendance for a meeting including all the associations.

As can be seen by the graph in the Appendix, there is a definite downward trend in membership from 1938 to 1940.

Average membership dues per farm in Association No. 2 from

1934 through 1939 were as follows: \$28.00 for 1934; \$28.80 for 1935; \$30.60 for 1936; \$31.26 for 1937; \$31.59 for 1938; and \$33.09 for 1939. This was an indication that operators of larger size farms were becoming more interested in the service, or that the smaller operators did not feel that the expense was justified. The charge was on a per-acre basis and had remained the same throughout the period mentioned above.

Since many of the studies have been continuations each year those will be mentioned only briefly or will be left out altogether unless they change or are discontinued. This is especially true of the income and expense summaries by high, low, and average farms that were made on the basis of net farm income, tenure, size groups, and a new classification based on type of farm. For a definition of the types-of-farms see the Appendix. The studies were nearly always co-authored by somebody from the Kansas Experiment Station, the Extension Division and the Fieldman from the association being reported on.

Additional studies were made from time to time such as the one made in 1939 by Raymond J. Doll, Agricultural Economics Staff, on "Livestock in the South-Central Kansas Farm Program". It was based primarily on the records of six identical farms for a period of six consecutive years, 1934-1939, Association No. 2.

Nothing has been said, since the beginning of the associations, about any changes in the monthly publication, "The Kansas Agricultural Situation". Its style had remained very much the same and covered the commodities as well as a

paragraph on business trends. Commodities covered were wheat, corn, hogs, cattle, sheep and lambs, dairy products and poultry and eggs. The Situation is issued monthly by the Department of Economics and Sociology and the Extension Service of Kansas State College of Agriculture and Applied Science.

The "Weekly Trends of the Markets" were very similar to what they were in 1931 when the first associations were formed.

The "Picking Profitable Projects" that was started by Homer Henney, Professor of Agricultural Economics, was continued by other members of the Department after Henney left in 1938. As long as Henney wrote the three P's he started out each enterprise by saying, for example, it has an 8 out of 10 chance or 7 out of 10 chance of being profitable, then went on to explain why. This was not put out weekly or monthly but did come out several times during the year and was included in the weekly news letter. It was changed slightly after Henney left, the biggest change being to omit the odds before each enterprise. It was written with the idea in mind of offering advice to the farmers.

In writing about the various studies that were made from the books and made available to the fieldmen and to the cooperators does not mean that the statistical data were limited to these studies. No attempt is being made to enumerate or evaluate any such studies. The purpose of this paper is a history and record of the associations and the contributions made by the Department of Agricultural Economics to the

Association members in a more or less direct way.

J. H. Coolidge, who had been fieldman in Association No. 2 since August, 1933, resigned to become a Farm Management Specialist in the central office on March 1, 1940.¹ He was replaced as fieldman by H. A. Biskie, a county agent.

L. B. Hardin was fieldman for Association No. 4, having replaced W. H. Meissinger, who resigned April 9, 1939 to accept a position with the Mutual Life Insurance Company.

The loose-leaf account book which had been used in the Farm Management Association work was revised slightly in 1940. Changes were made in the organization of the book, and it was printed in black instead of three colors as it had been in the past. Additions to the book included forms for recording the supply and disposal of crops, farm feed fed to livestock, and a form for special livestock project records.

The summary sheet in the record book contained all information necessary in preparing income tax returns; though, at that particular time, a large percentage of farmers did not have to file a return because of low incomes.

A high degree of interest in the Farm Management Associations had been shown by the Kansas Bankers Association since assisting in their organization in 1930. Each association had one member on its board of directors who was appointed from the Agricultural

¹ J. H. Coolidge and Luke M. Schruben, Annual Report of the Farm Management Project, 1940.

Committee of the Kansas Bankers Association and he served for a three year term. The banker representatives in 1940 were as follows:

Association No. 1	Frank O. Oberg	Clay Center
Association No. 2	S. E. Baldwin	Kingman
Association No. 4	Harry Bradley	Holton

Due to the small size of farms in northeast Kansas, it was necessary to raise the dues to meet the budget for 1941. The new schedule of dues was a minimum of \$20.00 for the first 160 acres or less and three cents for each additional acre up to a maximum of 1,160 acres which came to \$50.00. Association No. 1 also revised their dues rates to the same as Association No. 4. It was not necessary to change in Association No. 2 because these were larger farms.

In 1940 there was nothing particularly new made in the way of reports. There were very complete and extensive summary results made up for each of the three associations--1, 2, and 4-- and a fourth report of the area that was formerly Association 3, but since 1938 had been absorbed into No. 1 and No. 2.

Authors for these summary results were J. A. Hodges of the Kansas Agricultural Experiment Station, L. M. Schruben, Extension Division, and the respective fieldman for each association.

A study of the farm record books for 1940 showed that the farms with the higher incomes tended to follow more of the good farm management practices.¹ These high income producing factors

¹ J. H. Coolidge, Luke M. Schruben, and Karl Shoemaker, Annual Report of the Farm Management Project, 1941.

were necessary. Characteristics of high income farms involved the following:

1. Size of business which will permit most complete use of investment in land, labor, and working capital
2. High gross production
3. A balance of crops and livestock
4. Low costs of production
5. Timely marketing of farm products

These are the more important factors studied though many others exist.

When Associations No. 1 and No. 2 held their summary meetings in 1941, they had as the principal theme, "Food for Defense for 1942." The war had begun to make its influence felt.

The contract being used for members was much the same as the original contract. One addition was that the binder furnished for the loose-leaf record book to members would be returned to the association in the event of withdrawal by that member.

The lean years of 1938, 1939, and 1940 had a very depressing effect on the associations but this condition had changed in 1941. All the associations had improved their financial status and were on a sound basis although there were still large amounts of back dues uncollected in some counties.

Members were advised by the Farm Management Specialists and the fieldmen to prepare themselves for impacts of the war by adjustments in the credit situation which would permit them to

produce at capacity to utilize all equipment and feed for maximum gain.

M. J. Conover resigned as fieldman for Association No. 1 on August 16, 1941, and was replaced by Paul W. Griffith, then county agent in Decatur County, Kansas.

H. A. Biskie was fieldman for Association No. 2 until July 31, 1941 at which time he was succeeded by Gerald J. Brown, who had been a representative of the Bureau of Agricultural Economics on Land Use Planning in Kansas.

By 1941, it became more necessary for farmers to keep records of their farm business transactions to facilitate the preparation of income tax returns.

From the very beginning the associations had established their headquarters in some central point in each area rather than have the fieldman work out of the State office in Manhattan. This was to save both time and expense. Headquarters of Association No. 1 was in Clay Center; Association No. 2 in Kingman; and Association No. 4 in Holton.

The work was carried on in the same counties in 1942 as in 1941 and reached a total of fifty-two counties.¹ The fieldmen remained the same in Association No. 1 and No. 2 during the year. On March 1, 1942, L. B. Hardin resigned in Association No. 4 and was replaced by H. A. Biskie.

¹ J. H. Coolidge, Karl Shoemaker, Annual Report of the Farm Management Project, 1942.

Farm Management Associations operating in central and eastern Kansas continued to be very important sources of research material for the Experiment Station. Information from these records was used in developing standards of performance for the conduct of various phases of the farm business.

Barnyard meetings were held by Farm Management Association No. 1 and No. 2 in connection with their annual summary meetings for 1942. These meetings were held with the war effort in mind. All effort was toward maximum production by farmers, and recommendations were to develop maximum capacity. The problem of labor shortage occurred frequently, especially from the standpoint of increasing dairy production.

The completed farm records were checked in by the fieldman and sent to the college to have the summary and analysis completed. Most of the books were received in January and returned to the farmer by the fieldman in February. Before the fieldman gave the books back to the farmer, however, he prepared some of the forms for the income tax returns. Copies of the yearly inventories and summary sheets were made by the Farm Management Office for use in research work by the Department of Agricultural Economics.

Starting in 1941, Association No. 1 offered two types of service. Plan A was the same as has been previously discussed. Plan B was the same as Plan A except the fieldman made only one farm visit. This idea for the two types of service was very popular with cooperators because it gave them a choice. In 1942,

there were twenty-five cooperators on Plan A and 218 on Plan B.

The summary results for 1942 were made on the basis of type-of-farming area rather than by associations. This was done so that farmers would be able to compare their farms with farms that were under similar conditions. Usually the areas were compiled by counties so that a farmer had a chance to compare his farm on a county basis. They also were summarized by size of farm, type of farm, and value and percentage distribution of investment managed according to the size of the farm.

Approximately half of the summary meetings for 1943 were held on the farms of the cooperators. This type of meeting proved to be more satisfactory since it gave the members a chance to observe the organization of the other farms. In one association, the average attendance at the farm meetings was twenty-five, compared to an average attendance of twelve at the meetings held in towns.

Plans were made in 1943 to reorganize Association No. 3 to include nineteen counties.¹ Six new counties were added to Association No. 1 to include nineteen counties and Association No. 2 was reduced back to ten counties. The total number of cooperators increased. Three counties were added to Association No. 4. When Association No. 3 had been suspended in 1939, Associations No. 1 and No. 2 were expanded to absorb Association No.

¹ J. H. Coolidge, Luke M. Schruben, and Paul W. Griffith, Annual Report of the Farm Management Project, 1943.

3. Nearly 100 of the members who were cooperators in 1939 were still in the association when it was reorganized in 1944. Earl Means was hired as fieldman in the reorganized association. His office was at Kinsley in Edwards county.

Banks in the counties were Farm Management Associations operated encouraged the farmers to take advantage of the services. A representative of the Kansas Bankers Association sat on the board of directors of each association. The directors elected the banker as treasurer of the organization.

The following bankers were representatives of the Kansas Bankers Association during 1943:

Frank O. Oberg, Union State Bank, Clay Center, Association No. 1.

W. A. Applegate, Central State Bank, Hutchinson, Association No. 2.

Harry Bradley, Kansas State Bank, Holton, Association No. 4.

Paul W. Griffith was fieldman for Association No. 1 until December 31, 1942, when he went to the State office. He was followed by Lot F. Taylor, county agent for Butler county on January 1, 1943.

Lee J. Brewer was replaced by Ray M. Hoss as fieldman for Association No. 4 on March 15, 1943.

The number of farm visits varied for the fieldman from two to four a year. The effect of the war, felt in tire and gasoline restrictions, influenced the decision to reduce the number of farm visits.

The summary and analysis report for 1943 was written as a report of the part Farm Management Associations had played in the war effort in food production. It was the first time that the summaries for all the associations had been compiled into one publication. It was put together through the cooperation of more than 400 cooperators who kept records throughout 1943 or in former years, the association fieldmen who were largely responsible for checking in the books, the extension specialists for the supervision to most phases of the work and the Department of Agricultural Economics for analysing and summarizing the work and preparing the results. The report in 1943 was entitled "Farm Management Association Farms in the Wartime Production of Kansas Agriculture."

In 1944, the four associations had a total membership of 792. They covered sixty-seven counties.¹ All the associations were in good financial condition. The war had removed any threat of depression conditions.

The summary and analysis for 1944 were again made on the basis of type of farming area. Some of the studies by the type of farming area include the following:

1. High, low, and average incomes
2. Size of farm
3. Type of farming. (Cash grain, cattle, hogs, dairy, poultry, and general)
4. Counties in area

In the summary meetings, the cooperators were provided with

summary tables giving average figures of those listed in the preceding paragraph. They inserted their own figures for comparison purposes. This helped to discover the weak and strong points in their farm organization plan.

Ray M. Hoss was fieldman for Association No. 4 until July 31, 1944, at which time he was replaced by R. L. Rawlins, county agent of Nemaha county. Hoss went into the Navy at the time of his resignation.

The longtime goals of the Farm Bureau-Farm Management Service had remained about the same since its start in 1931. When the home account service was added, it did shift the emphasis towards a more full and well rounded program of family living for the cooperators as well as a source of farm business data for research.

Contract agreements were changed in Association No. 4 in 1944.¹ Two types of service were made available. Contract A consisted of three visits on the farm of the member with annual dues of \$25.00, regardless of the size of the farm. The contract was drawn up for one year rather than for three years as it had been in the first years of the program. The B contract consisted of two visits to the farm of the cooperator, with annual dues of \$20.00, regardless of the size of the farm.

From the beginning the fieldmen were employed jointly by

¹ R. M. Hoss, and R. L. Rawlins, Annual Report of the Farm Management Project, 1944.

the association and the Extension Service of Kansas State College and they carried the title of Extension Economist. It has always been a plan for the fieldman to visit farms of the cooperators five days a week and to spend Saturday in the office on records, reports, plans of work and preparing his weekly newsletter.

Plans for work, project results, reports of membership dues collected, and any other current matter of the work are mailed to the Central Office each Saturday. Financial statements and project statistical reports were mailed to the Central Office the first of each month. Each association's business records were kept in the fieldman's office.

By now, the turnover of membership had slowed down considerably and in Association No. 1, in 1944, it was listed as about 5 percent, made up largely of members quitting the farm.

During the war years, the Weekly Newsletters and the fieldman gave information to the cooperators enabling them to keep up on O. P. A. changes and other wartime restrictions which were constantly undergoing revisions.

The war was over in 1945.¹ The fieldmen were still encouraging production because food shortages did exist. They also stressed that farmers get on a good financial footing and make long-time farm plans to withstand the post-war readjustment.

¹ Lot F. Taylor, Annual Report of the Farm Management Project, 1945.

In 1945 for the first time, more money was raised in membership dues than was budgeted in Association No. 1. This was characteristic of the associations as they became more financially secure. This was also true of the farmers who, as a whole, for the first time in years, had assets greater than liabilities. Also in Association No. 1 more farmers preferred the Plan A contract of membership, which was more expensive than they had the previous year.

Association No. 1 made their financial income tax reports in the field at the time the books were checked in. This eased the pressure on the Agricultural Economics Department at the college in getting the books back to the association by March 15.

A cooperative calf purchasing project totaling seven car loads of choice Hereford calves for use in deferred-feeding was carried out by Association No. 1 in 1945.

The fieldman helped cooperators in gaining any kind of specialized information that they might need. As an example, after the war was over, there was considerable interest in building construction. The fieldman offered his advice as well as requested more help from the college on building plans.

Gerald Brown resigned as fieldman for Association No. 2 on June 9, 1945 to accept a position with Kansas State College as Extension Economist in marketing.¹ Marion W. Pearce, Barber

¹ Gerald Brown, Annual Report of the Farm Management Project, Assoc. No. 2, 1945. Earl Means, Annual Report of the Farm Management Project, Association No. 3, 1945. Robert L. Rawlins, Annual Report of the Farm Management Project, Assoc. No. 4, 1945.

county agent, was hired to replace Brown.

Association No. 3 offered two types of membership after their reorganization in 1944. Dues were \$30.00 for three farm visits and \$25.00 for two farm visits. Approximately 40 percent of the membership chose the regular service of three farm visits.

It was a practice of the fieldman to mail a card to the cooperator, about a week prior to his intended visit, stating the time that he would be at the farm. The members were usually very cooperative with the fieldman though at times the farmers had an unavoidable circumstance preventing their being at home. Quite often a substitute appointment was arranged.

Problems discussed during these farm visits were of a varied nature. They included a range of such questions as home improvements, landscaping, production practices for crops and livestock, marketing and outlook information, partnerships, leases, etc.

The dues were raised in Association No. 4 in 1945 by \$5.00 on each of the two types of membership offered. All partnerships were on Plan A contracts which consisted of three visits to the farm a year.

Lot F. Taylor was fieldman for Farm Management Association No. 1 until January 15, 1946 at which time he was replaced by Ray M. Hoss.¹ The work was not new to Hoss as he had been

¹ J. H. Coolidge and Paul W. Griffith, Annual Report of the Farm Management Project, 1946. Ray M. Hoss and Lot F. Taylor, Annual Report of the Farm Management Project, Assoc. No. 1, 1946.

fieldman for Association No. 4 previous to entering the armed forces.

In 1945 and 1946, the fieldman in Association No. 1 totaled the expenses and receipts on his last field visit which included the last 7 to 10 months. Complete check sheets were mailed out to the cooperator before check-in time, showing the record keepers what they should complete in their books. This resulted in an advantage to the fieldman as books were completed in the field. It was also appreciated by the cooperator as it gave him a chance to see how his income tax figure was achieved.

Farmers filing of income tax returns became increasingly more important as the years went by. One of the objectives of the Farm Management Service was to provide service to the cooperator which consisted of the four following phases:

1. Periodic visits to the farm by the fieldman
2. A weekly letter from the fieldman and also outlook information
3. An analysis of the farm business
4. Assistance in preparing income tax returns

The balanced Farming and Family Living Program was inaugurated in the state of Kansas in October and November of 1946.¹ The director of extension and his staff decided to try a

¹ James Nielson, Report of Associate County Agent, Wabaunsee County, Feb. 10 to Oct. 10, 1947.

balanced farming unit in Wabaunsee county wherein an agent would work full time with approximately fifty farmers. In late December of 1946 and early January of 1947, the county agent of Wabaunsee county explained the program to a select group of farmers in the county. Fifty-two of these farmers signed agreements to participate in the balanced farming program for the calendar year, 1947. These farmers agreed to pay \$50.00 fee for the services they were to receive. Cooperators in Farm Management Association No. 4 who were in Wabaunsee county changed over to the new Balanced Farming Association. It might be added that interest in this new program ran high, and it would have been possible to sign up an additional fifteen farmers without further solicitation. James Nielson was employed as fieldman for the Wabaunsee County Balanced Farming Association.

There were regular visits to the farms to help them in planning a complete farm program. The plan included livestock systems and crop rotations, soil erosion plans, farm buildings, remodelling farm homes, landscaping, etc.

Quite an extensive program was outlined for the Balanced Farming Association, it operated for two years, but it was not a feature of the regular Farm Bureau-Farm and Home Management Associations so nothing more will be said about the organization.

Carroll W. Brooks, who had replaced Lot Taylor as fieldman in Association No. 1 in 1946 resigned in August, 1947. C. E. Bartlett was hired on October 20, 1947 to fill this position.

During 1946 the "Picking Profitable Projects" was omitted.

The weekly letters still contained the "Weekly Trends of the Markets" and once a month the "The Kansas Agricultural Situation." The "Weekly Trends of the Market" was the same as was read over radio station K.S.A.C. on Monday during the Farm Business Half Hour.

In 1947, a cooperative project to buy stock steers was carried on between Association 2 and 3.¹ Two cooperators accompanied Marion Pearce to Clovis, New Mexico. They purchased 1,337 steer calves and 525 yearlings for cooperators. The advantage of such a program was to secure cattle for feeders in big lots. This gave more uniformity in quality, size, breeding, and so forth.

Outlook meetings had been held each year usually in August. At these meetings the fieldman gave the farmers information on their fall buying of livestock and feed. Usually one of the specialists from the Central Office assisted at these meetings as well as some member from the Agricultural Economics Staff. For example, in 1947 in Association No. 1, Karl Shoemaker, Extension Economist, and C. P. Wilson, assisted with several of the meetings. Wilson was Livestock Marketing Instructor from the College staff.

The fieldmen used the following plan during 1948.² They

¹ Marion Pearce, Annual Report of the Farm Management Project, Assoc. No. 2, 1947.

R. L. Rawlins, Annual Report of the Farm Management Project, Assoc. No. 4, 1947.

² C. E. Bartlett, Annual Report of the Farm Management Project, Assoc. No. 1, 1947.

Earl F. Means, Annual Report of the Farm Management Project, Assoc. No. 3, 1947.

visited new members in January and February and then started regular visits in March. They started the last round of visits in September at which time they picked up the books and took them into the office for totaling the 8th, 9th, and 10th months as time progressed. The books were then mailed back to the cooperator in about a week. This helped greatly in checking in the books at the end of the year and also gave the farmer an early estimate of his business.

The veterans-on-the-farm training classes attended the summary meetings of Association No. 1 held in 1948 in full force. Their questions and comments added much interest to the meetings. The emphasis, in these meetings, was placed on a long-time sound farming program. The veterans' classes again attended the outlook meetings in the fall.

A plan used by Earl Means in Association No. 3 was first to give attention to the farm account book, when making a call on a cooperator. If farm problems were discussed first, then, quite often, this took the entire time of the visit and there was no time for checking the book. Also, in checking the book entries, the fieldman quite often got an idea as to what the farmer had been doing and suggested topics for discussion.

The problems that arose during a farm visit were varied. They ranged from production practices of crops and livestock marketing, and outlook information to home improvement and landscaping. Time enough, in these farm visits, was usually found to answer the more pressing problems. During a year, a fieldman

was requested to figure a good many rotations and also assist with the selection of recommended livestock enterprises which would be adaptable to members' farms. Plans were also made for a maintenance of adequate feed supplies. In the western part of the state, adequate reserves were recommended.

Complete farm plans were developed with a few members, but these were quite time consuming and with the number of farm visits to be made, very few of these could be undertaken.

The fieldman's portion of the weekly news-letter usually contained information on some timely subject or some successful management practice being carried out by some cooperator. Many cooperators thought this was the most valuable feature of the entire service.

A major change was made in Association No. 4 in 1948 in the type of contract offered. The other Associations, with the exception of No. 2, adopted this same plan. All memberships were raised to \$35.00. The new plan was for each farm to receive two visits per year. The remainder of the time was to be spent working with new members, each county as a group making balanced farm plans and discussing principles of farm management. This made it possible for the fieldman to reach a large number of members because he was working more through conferences rather than individual farm visits.

Late in 1949, plans were made to extend the service to include all 105 counties by the organization of two more

associations.¹ Previous to this, it had reached only 68 counties.

Association No. 5 was organized in northwest Kansas with its headquarters at Colby. Association No. 6, which is in southeast Kansas, established its headquarters at Paola. It was necessary to change the boundaries of the original four associations when the two new associations were added. The two new associations began operation with approximately 250 members each. For maps of the six associations or for figures on actual size turn to Appendix.

In the Appendix is a list of the purposes and services as they were listed in 1950.

Until 1949 it was necessary for the cooperators to be members of the county farm bureau in order to belong to the association. This requirement was deleted from the agreement in 1949. ✓

A highlight of the fall outlook meetings held in Association No. 1 in 1949 was the assistance of Dr. R. J. Doll of the College staff. He presented the information available, then gave his personal opinion. He also included about 30 minutes discussing agricultural policy. This is an example of the participation of resident staff of the Economics Department in cooperation with the associations in many of their meetings.

¹ J. H. Coolidge, Paul Griffith and H. C. Love, Annual Report of the Farm Management Project, 1949.

The balanced farming program was being given more attention and was being tied to good farm management more all the time. There were ten points in the standard of measurement of the program for balanced farming and family living. Many of the cooperators were well on their way towards these ten points of Balanced Farming and Better Family Living. These ten points are as follows:

1. "Soil erosion losses stopped on entire farm." In every county possible there is a Soil Conservation District assisting. Specific problems were talked over during the fieldman's visit.

2. "Soil building program on all cropland." Spring meetings were held giving special emphasis on crop rotations. Also cooperators were urged to send soil samples to the Kansas State College Soils Laboratory for soil analysis.

3. "Year around pasture program including native, tame, and temporary pasture." Members were seriously considering their pasture possibilities because it saved labor, expense of harvest, and soil losses. In many places, the use of grass and legume ensilage was being increased.

4. "Right kinds of livestock, balanced with feed and pasture." Many of the cooperating farms have a good livestock program well adapted to the farm.

5. "Big enough farm business with high crop yields and efficient livestock production to provide a good family living." This point has always been stressed by the fieldmen and specialists. A suggested minimum gross figure for 1949 was \$10,000.00

and to keep expenses per \$100.00 below \$65.00.

6. "Well placed buildings and lots kept in good condition."

7. "Attractive place with a nice yard, trees and shrubs."

8. "Modern farm home suitable to family needs."

9. "Wise use of family resources through home food production, home sewing, home carpentry, and shop work." Every opportunity is taken by the fieldman to encourage members to utilize their abilities. This makes for conveniences at lower costs.

10. "Well-kept farm and home account books used as guides in operation." This point has always been emphasized but its use varies with the individual.

All of these standards have been given much thought and effort especially since the war and in these years of good income. Many requests are made to the College Extension Service for this type of aid and information. Nearly all farms have electricity and a good percentage of them are all modern.

During 1949, Marion Pearce made a study of the records of cooperators to develop new information on the following:

1. The profitability of the practice of fallow.

2. The profitability of soil conservation practices.

3. The effect of the size of enterprises on their efficiency.

4. The results of the replanning of a farm for which records are available for a period before the new plan was adopted as well as for several years since the plan became effective.

An interesting sidelight is the plan of operation carried out by a member, Arthur Brinkman, in Stafford county. He joined the association in 1944. At that time he was operating a 320 acre farm of which sandy land had been under cultivation since about 1870. He had a small cow herd of 35 cows and was having little success in raising enough pasture or roughage to carry them through the year. Changes in the farm plan were developed by the Brinkman's with the help of Earl Means, fieldman. Brinkman was very conscientious in following the plan. As a result on this farm some very outstanding progress was made by 1948. Wheat yields were doubled by the use of sweet clover and beef production was increased 50 percent by changing from the cow herd to the deferred feeding program.

The results of this farm were written up on large charts and used in summary and analysis meetings. The Weekly Kansas City Star carried the story on its front page and it was mentioned in several other newspapers and also in the Country Gentleman, a farm magazine with national coverage. The farm management specialist is still using the charts and story in meetings all over western Kansas.

In 1948, the Wabaunsee Balanced Farming Association was discontinued since this type of service could not be extended to other counties in the state. There were about 25 former members of this organization that went into Association No. 4 at this time.

In 1949, it was recommended that each association contribute

\$1,000 to the Economics Department of Kansas State College for the clerical work in summarizing the farm account books. It was felt by the fieldmen that more research information coming to them would be of benefit to the cooperators. It was hoped that the additional funds would provide desired information.

Many problems have been proposed by cooperators to fieldmen and have been forwarded to the College for information or for research. In many cases, the research material is not of sufficient quantity nor is it complete enough to be of much value as research material. There is opportunity for much improvement in the type of information desired and the method of getting this information.

In its twentieth year of service the Farm Management Association succeeded in covering the entire state. There were 1,477 members in the six associations. In 1950 Associations No. 5 and No. 6 were organized to serve farmers in the northwest and the southeastern counties which had not previously been included in the program.

At the end of the year the fieldmen checked in the farm account books and the home account books of all cooperators. Assistance with Income Tax returns was given and the account books are then brought to the research laboratory of the Department of Agricultural Economics of the Kansas Experiment Station for analysis. The home account books are analyzed for living costs by the Department of Household Management of the Experiment

Station.¹

For the southern three Associations, No. 2, No. 3, and No. 6, J. H. Coolidge, Farm Management Specialist, was supervisor and H. C. Love, Farm Management Specialist, was supervisor for the three remaining northern associations.

C. E. Bartlett, Extension Economist, was fieldman for Association No. 1 during 1950. Bartlett reported another year of satisfactory farm management work. There was a definite increase in adoption of recommended programs and sound farm management principles. He included a section in his annual report listing the farms and their major enterprises as they reflected the application of the effectiveness of the Extension Services' Farm Management program.

The work in Association No. 2 was carried on by Marion Pearce during 1950. He had 253 members in the association.

Cooperative purchasing of stockers and feeders was carried on in 1950 as a direct service to the members. There were 75 cooperators who purchased a total of 6,744 head with a purchase value of \$1,023,489.48.²

Income taxes were very important in the farmers' business and the fieldman makes out both the Federal and State return. Special individual contracts were made with some of the membership each year on income tax problems in Association No. 2.

¹ J. H. Coolidge and H. C. Love, Annual Report of the Farm Management Project, 1950.

² Marion Pearce, Annual Report of the Farm Management Project, Assoc. No. 2, 1950.

There was a shift of fieldmen in Association No. 3 on August 1, 1950. At this time Earl Means, Extension Economist for Association No. 3, resigned to become the new fieldman for Association No. 4. He was replaced by John Smercheck, county agent of Kiowa county. Since Smercheck's residence was already in Greensburg, county seat of Kiowa county, the office was moved from Kinsley to Greensburg.¹

Robert Rawlins resigned as fieldman of Association No. 4 August 31 and was replaced by Earl Means. Rawlins resigned to begin farming in Jackson county. The first thing Means had to do was familiarize himself with the area, the people who he works with including their personalities and their programs, and the geography of the area, meaning to become familiar with the roads and the locality of the cooperators.²

Farm Management Association No. 5 completed its first year of operation in 1950. The membership was 258, twenty-five of whom were assigned to this association from Association No. 3 on January 1, 1950 when the two new associations were organized in the state. There were members from 18 counties of Northwest Kansas.

The new Association was organized in the fall of 1949 under the supervision and direction of H. C. Love, Extension Specialist in Farm Management, Kansas State College. Several

¹ John Smercheck, Annual Report of the Farm Management Project, Assoc. No. 3, 1950.

² Earl Means, Annual Report of the Farm Management Project. Assoc. No. 4, 1950.

leading farmers, bankers, and the County Agents of the counties covered in the work, assisted materially in securing the membership.

There were nearly 200 members enrolled in the work when the fieldman was hired at a special meeting of the Board of Directors on December 21, 1949. The Association actively started operation on January 9, 1950 when the fieldman started work.¹

Headquarters for the association were established in the office of the Colby Experiment Station at Colby.

Association No. 6 was started in Southeast Kansas on January 10, 1950 at which time Marvin B. Clark was hired as fieldman. Prior to this, two preliminary meetings were held by a temporary board of directors. J. H. Coolidge, Extension Specialist in Farm Management, Kansas State College, visited counties in the fall of 1949 and a number of cooperators were acquired.²

The new Association was made up of cooperators from twenty southeastern Kansas counties. It includes type-of-farming area one, two, and the south half of area five. Six counties in the new associations were taken from Association No. 4 and two were taken from Association No. 2. This left 12 new counties with 165 members and 90 members from previous years.

¹Oscar Norby, Annual Report of the Farm Management Project, Assoc. No. 5, 1950.

²Marvin B. Clark, Annual Report of the Farm Management Project, Assoc. No. 6, 1950.

Both of the new Associations were stressing the Balanced Farming and Family Living Program. It was used as a basis for the farm visits in determining what to stress.

The "Weekly Trends of the Markets" were revised in January of 1950. It was given the new title of "Kansas Market Comments" and was condensed to a one sheet publication and was mimeographed on yellow paper. The old "Weekly Trends of the Markets" covered all commodities every week as well as a summary of demand for farm products. The new "Kansas Market Comments" still contained a summary of business activity or a discussion of some factor affecting agriculture but did not contain a report for all commodities each week. What was done was to emphasize the commodities that were in season such as wheat or corn or hog marketing and to cover such things as dairy and poultry periodically rather than every week.

The "Kansas Agricultural Situation" varied very little during the 1921 through 1950 period. It was still prepared monthly by the Department of Agricultural Economics and issued by the Extension Service of Kansas State College of Agriculture and Applied Science. Each issue started out with a summary of the trends for the commodities. Each commodity was then covered individually as well as a paragraph on business trends.

The Farm Management Summary and Analysis that was used in the 1950 summary meetings was compiled by the Department of Agricultural Economics as it had been in previous years. The report was made for all type-of-farming areas that were

represented by the Associations. Each area was bound separately for distribution in the meetings and also all the areas were bound under one cover for a complete report.

The summary for each area followed the same pattern. The first thing was an introduction telling what type of farming was characteristic of the area. It explained the cropping and livestock that were general to the area and a word about the more important enterprises. There were six tables following the introduction. Table 1 was the summary of receipts and expenses by income. Table 2 was the farm management analysis based on investment, yields, expenses, etc. Table 3 was the summary of receipts and expenses by size of farm. Table 4 was the farm management analysis by size of farm. Table 5 was the summary of receipts and expenses by type of farm. Table 6 was the farm management analysis by type of farm. The last thing for each area was a thermometer chart of farm business measures based on the farm management analysis.

For most of the period, 1931 to 1950, the analysis work has been under the supervision of Dr. J. A. Hodges, Professor of Agricultural Economics, who is in charge of farm management work in the Department. The immediate supervision of the statistical laboratory work from 1931 to 1945 was in charge of Kathryn Ryan, whose intimate knowledge of account books and careful supervision of the clerical force were of unestimable value in obtaining accurate results. On October 11, 1945, Miss Ryan resigned and was superceded by LaVerne (Johnson) Cederberg, who had been

working in the statistical laboratory since 1943.

In the spring of 1932 Hodges was on leave and the first reports to association members were made by Morris Evans, Professor of Agricultural Economics, Kansas State College. As the work expanded, need for a staff member to keep more closely in touch with the summary and analysis work resulted in the employment of Milton Manuel on October 1, 1945 as an instructor for this position. The major share of his time was spent on this work until June, 1948 when he went on leave for graduate work.

During the fiscal year 1948-1949, George Montgomery, Head of the Department of Economics and Sociology, was on leave and Hodges was acting head of the Department. During this period Raymond J. Doll had general supervision of the summary and analysis of the association account books. At the same time Emery Castle took the place left vacant by the leave of Milton Manuel. When Castle went on leave in 1950, the author of this thesis was placed in his position and had the immediate supervision of the 1950 records.

In the early years of the Association work, when the number of books were small, the summary and analysis work required only a portion of the funds of the Farm Management Project in the Experiment Station. The remaining funds were available for making reports for members of the Associations and for other types of research. As the association work expanded, farm management funds did not keep pace and a larger and larger share of

the funds were required for obtaining the data and less for analysis. Some mention of expanding operations and finally the asking of cooperators to contribute enough to cover the cost of checking and summarizing their own records is made in a later section.

The future indicates a need for the service as problems for farmers are increasing. Recommendations from the fieldmen are that records be studied more, research be effectively designed to get material that can be taken back to the counties for county agent use as well as for the use of the association fieldmen. If this information is made available, it will mean more and better meetings with the cooperators. This will be an inspiration to the members to keep records that will present more facts to be studied in the search for the things that make the difference between the progressive farmer to himself and the community and the one that is a liability to all.

NON-COMPARABLE BOOKS

The farm management service was set up as a service to farmers and as a means of securing actual farm records for analysis and study to get information for research. The data, through its use in research, are made available for the benefit of everybody. This indirect benefit is much harder to see and cannot be evaluated in specific terms. This is especially true for the cooperator who is keeping the record.

As a direct benefit to the member is the marketing information and weekly letter from the fieldman. Also he receives advice first hand when the fieldman makes a personal visit to his farm. His account book, if kept with a fair degree of accuracy, gives the taxable income for the year and also a fair idea of the farm business. These things are easy to see and easily evaluated by the farmer. In most cases, the cooperator feels he has his money's worth with these things, or as some have expressed it--that any one of the things listed above is worth the price of the service.

It is necessary that the data gotten from the books be as accurate and complete as possible. The research can be no better than the data upon which they are based. This idea must be impressed upon the farmer. It is hard for him to see the need for this, since it will be of no direct benefit to him. The fieldman will have to impress upon the cooperator the need for this type of information. Some members will cooperate, others will not. The farmer who will not cooperate with an accurate and complete book is gaining from the direct benefits of the service, but is not adding anything to the supply of data needed for research.

Of the total number of members in 1944 through 1948, there were 74.7 percent of the books that were analyzed and copied into the permanent file. This leaves a balance of 25.3 percent of the books that were not available for study or research purposes. These figures indicate that one-fourth of the books are

lost for research, either because they were never brought into the laboratory, or because they were found non-comparable after they were brought in.

The reasons why the books are non-comparable are shown in a table in the Appendix. There is no main reason why the books are non-comparable. Sometimes there are partnership complications where a partnership is being formed or dissolved. Occasionally a book is for less than a year's business; or a book may be non-comparable because of a death, or it is a landlord's book. In most cases, however, the book cannot be used because it is incomplete. A good record has to be discarded because one item is incomplete. Since many records are needed to get useful and accurate information, it is necessary these incomplete books be more carefully supervised if they are to be of any value for research. This will largely be the job of the fieldman to see that a better job is done.

As well as the books that are non-comparable are the books that are never turned in for analysis at all. Maybe the farmer has no intentions of having his book analyzed when he joins the associations. Many of them are probably books that are inadequately kept so it would be hopeless to try to make them comparable with other farms. Whatever the reason is for its not being available makes little difference. My proposal would be that every member should have a book for analysis after his first full year of operation. It may not always be a comparable book due to complications, but it would be ready for analysis.

Also if the cooperator missed having a book for analysis for two successive years, then he should be dropped from membership. It should be up to the fieldman to see that the operator is on a comparable basis with other farms.

The proposals just made would apply if it is agreed that the books are to be used for research purposes. If they are not wanted for research purposes, but rather if the associations are for service to the farmers, then no such policy need be installed.

One way to expand the service with the present facilities would be to get better records. This might mean dropping old members if they did not meet the standards and getting new members who will do the job.

SUMMARY AND CONCLUSIONS

"The Kansas Farm Bureau-Farm Management Associations were started with a two-fold purpose." These were the words spoken by I. N. Chapman in a personal interview. He went on to say, "It was started as a service to the farmer so that he could get advice on the farm about his problems and to have assistance in keeping an account book that would give a complete picture of his farm business. The second purpose was to make the information gathered from these farm accounts available for use for research and educational studies." How well have these goals been carried out?

The membership has grown from approximately 250 members in 1931 to over 1,500 members in 1950 or roughly six times its original size. This has increased the service to the farmers in the aggregate.

The number of farm visits has been cut from four to two in most cases--thus decreasing the service to the individual farmer.

The associations are in strong financial condition today with adequate budgets for full operation.

There have been hundreds of pages of data obtained from the analysis and summary of the books which have been made available to research workers, members of the Extension staff, fieldmen, to cooperators themselves and to anybody else who desired the information.

Permanent files are maintained making possible long time studies on the same farms. Only through time can such information be gained.

The service is offered as a give and take proposition to the farmer where he is offered assistance and advice and in return he gives his book for analysis and makes it available as a source of information. At this point the whole program is weak. As was shown in the text there were only 75 percent of the books that were satisfactory as a source of information. This means the cooperators as a whole are receiving the same information but only three-fourths of them are contributing data for research or study. The fault of this is not entirely

that of the farmer. If the books are not completed at the time they are checked in then it should be up to the fieldman to see that they are completed. If the cooperator will not keep a complete book that can be made comparable then he should be replaced with a member that will cooperate. The idea behind the farm management associations is a two-fold purpose and both of these should be stressed.

The tendency has been to get the membership of the larger and better farmers. The remark has been made at times, "There is an operator I would certainly like to see in the Association as he has a wonderful set up." or the statement, "More and more often farms in the Farm Management Associations are being used by county agents as examples of good farmers." This has been mentioned to show that farms in the associations are above average and that above average farms are secured for membership in many cases. The fact that membership farms are better than average has been proven statistically by Milton Manuel in a Master's thesis in 1948.

For detailed information, such as that needed for input-output studies for example, the records as kept in the account books are inadequate. Due to income tax regulations many of the inventories are left the same as they were ten years ago rather than adjusted them to the present inflated value. Often times machinery is depreciated much faster on the books than is actually the case. There are many other places where discrepancies creep in and it is impossible to correct for them. For reasons such as these the data in the books are limited

as a source of data.

An evaluation needs to be made and should be the result of the concentration and effort of several people. If there are some studies that may be forthcoming or if the idea of having long-time records which can be obtained only through time seem to warrant their continuation then the thing to do is go ahead as they are now. If there seems to be no likelihood of any such studies then perhaps the money spent in analyzing and summarizing the books should be spent in obtaining more adequate data in a more satisfactory way. In this case the Associations should have as their primary purpose direct service to the farmer. Whatever the fieldman wanted in the way of summary and analysis figures he would be responsible for obtaining himself. Some decision should be made even if it is only to go ahead as the work is at the present time.

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APPENDIX

The following is a letter written to Mr. M. L. Mosher,
University of Illinois, Urbana, Illinois, on July 12, 1930:

Mr. M. L. Mosher
University of Illinois
Urbana, Illinois

Dear Mr. Mosher:

I would appreciate it very much if you would give me an answer to each of the following questions in regard to your Farm Bureau-Farm Management Associations. We are in the midst of planning one of these organizations and there are a lot of details about which we are not quite sure.

1. What are the sources of income of your Farm Bureau-Farm Management Associations?
2. How much revenue comes from each one of these sources?
3. What are the minimum and maximum salaries paid to the fieldmen of these associations?
4. Where are the farm account books summarized?
5. What is the cost of the summary work per book?
6. What assistance is given the associations by the subject matter department in agricultural economics?
7. What assistance is given by the extension division?
8. Does each one of your fieldmen maintain an office and an office force in some central town?
9. Are the officers of the organizations paid a salary either yearly or per diem?

Thanking you very much for your kindness in answering these questions and with all best wishes, I am,

Very truly yours,

I. N. Chapman
Farm Management Demonstrator

The division of responsibility was divided as follows: This was prior to the formation of the associations

The farm bureau executive board through its county agent in each interested county will:¹

1. Select from its membership a list of prospective co-operators.
2. Assist in soliciting the membership of these suggested co-operators for the association.
3. Assist in the organization meeting of the association.

The farm management demonstrator will: (specialist)

1. Explain the work of the associations and fieldmen to meetings of county agents, executive boards, and prospective co-operators.
2. Give personal assistance in visiting suggested co-operators and explaining benefits of the association to them.
3. Assist in the organization of the association.
4. Suggest competent fieldmen to the executive committee of the association.
5. Supervise the work of the fieldman and give every possible assistance to him in his work.
6. Confer and advise with county agents and fieldmen in regard to such questions of farm organization and adjustment as may advise.
7. Suggest the blank forms to be used in keeping the farm accounts of the co-operators.

The county agent will:

1. Explain the project to the executive board and to meetings of prospective co-operators.
2. Give personal assistance in visiting suggested co-operators and explaining the benefits of the association to them.
3. Assist in organizing the association.
4. Confer and advise with fieldmen concerning such questions of farm organization and adjustment as may arise.
5. Assist in maintaining the membership of the organization in his respective county.
6. Confer with, and assist, the fieldman and farm management specialist in making any changes needed in the blanks used in keeping farm accounts.

¹ Unpublished material, Division of Extension, Kansas State College, Manhattan, Kansas.

The division of responsibility was divided as follows: This was prior to the formation of the associations.

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4. Suggest competent fieldmen to the executive committee of the association.
5. Supervise the work of the fieldman and give every possible assistance to him in his work.
6. Confer and advise with county agents and fieldmen in regard to such questions of farm organization and adjustment as may advise.
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2. Give personal assistance in visiting suggested co-operators and explaining the benefits of the association to them.
3. Assist in organizing the association.
4. Confer and advise with fieldmen concerning such questions of farm organization and adjustment as may arise.
5. Assist in maintaining the membership of the organization in his respective county.
6. Confer with, and assist, the fieldman and farm management specialist in making any changes needed in the blanks used in keeping farm accounts.

¹ Unpublished material, Division of Extension, Kansas State College, Manhattan, Kansas.

The fieldman will:

1. Visit each co-operator at least four to six times a year.
2. Explain the method of keeping records to the operator and assist him in keeping a complete record of his farm business.
3. Discuss with and advise the co-operator concerning:
 - a. Costs of production of the various crops.
 - b. Costs of the various farm operations.
 - c. The most economic use of power units.
 - d. The most economic use of machinery.
 - e. Breeds of livestock best fitted to his farm and community.
 - f. The most profitable methods of feeding and rations to be used.
 - g. The crop rotation which will best maintain the fertility of his soil and maintain his livestock in a profitable manner.
 - h. Any and all questions of farm organization and farm business plans which may have a bearing upon the profits occurring from the farm.
4. Collect, summarize, and analyze the farm accounts of his co-operators.
5. Return each book to its respective owner with an analysis of his business for the year, and such other information as may be available concerning the best farm practices.
6. Spend as much time as is necessary each month in the office of each county agent in conference with him and the co-operator of that respective county.

The executive committee of the Farm Bureau-Farm Management Association will:

1. Co-operate with the Dean of Extension in selecting a fieldman for the association.
2. Control finances of the association and pay all salaries of employees of the association and all expenses incident to the carrying out of its program.
3. Hold a meeting on the first Saturday of each month at some designated place, to pay all bills and to receive reports from its employees.
4. Have power under the contracts of the association to transact all the business of the association as therein provided.
5. Co-operate fully with the extension division and Agricultural Economics Department of Kansas State Agricultural College in developing a beneficial program for the members of the association.

The Agricultural Economics Department will:

1. Furnish economic information in outlook material, probable price trends, cost of production, and such other economic information as is available for distribution to co-operators each week.
2. Assist in summarizing and analyzing the farm account books of the members of the association.
3. Copy for their own use, such parts of the farm account books that they desire.
4. Assist in every way possible in carrying out the program of the association.

The association member will:

1. Attend county summary meeting.
2. Attend county meeting held during the year.
3. Keep farm account book up to date.
4. Put into practice the suggestions of the fieldman in so far as possible.
5. Make suggestions to the fieldman for improving the Farm Bureau-Farm Management Associations.

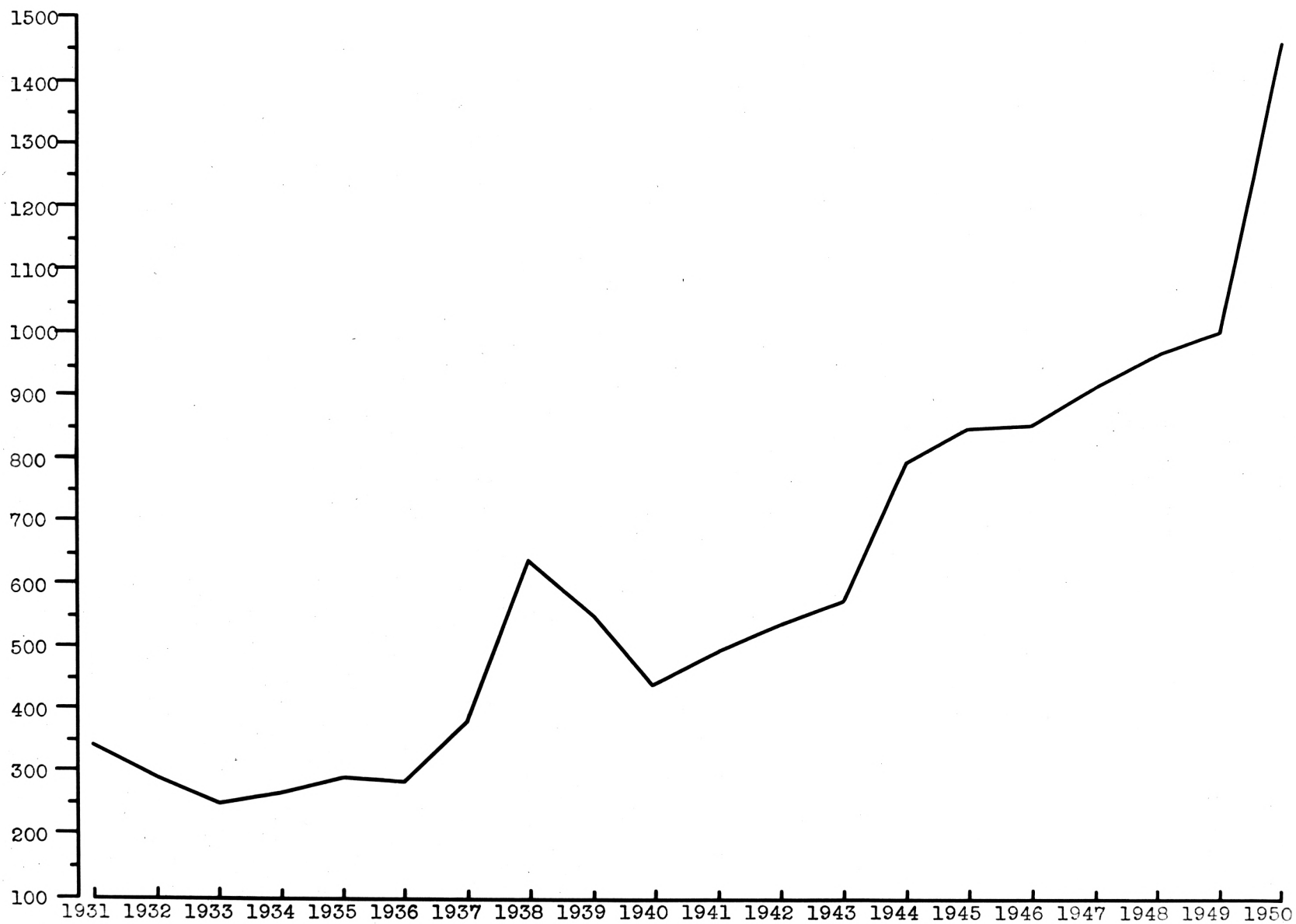
The Purposes and Services of the Association in 1950

The purpose of the Farm Management Association program included:

1. To provide an educational non-profit service in farm management.
2. To provide an up-to-date information source on farm organizations, management, production, and marketing of farm products.
3. To demonstrate the use of farm business records and analysis in the improvement of the organization of the farm.
4. To demonstrate the value of the use of improved farming methods to increase farm incomes.
5. To demonstrate the value of better farm and family living plans in improving the standard of living on farms in the area.

The program for 1950 was basically the same as it was in 1930. It included the following educational services:

1. Visits or conferences with each co-operator by the fieldman.
 - a. Two visits on the farm assisting with the farm and home records, interpretation of summary and analysis of the individual farm business, and the development of a balanced farming and family living plan.
 - b. The conference in the county completing and checking in the year's farm and home records for summary and analysis.
 - c. Two group conferences in the county (spring and fall) helping the farm family develop a production and management program for their individual farm.
 - d. One group conference presenting farm business analysis and home account summaries or holding a farm management tour or field day.
2. Farm and home account books as required for a complete record of the farm business and the personal and household expenditures.
3. Weekly farm management and outlook information.
4. A summary and analysis, at the end of the year, of each co-operator's records; assistance in the development of a long time farm plan; and assistance with income tax records and returns.



Membership in the Farm Bureau-Farm Management Associations from 1931 through 1950.

Membership in Farm Management Association No. 1.

County	:1931	:1932	:1933	:1934	:1935	:1936	:1937	:1938	:1939	:1940	:1941	:1942	:1943	:1944	:1945	:1946	:1947	:1948	:1949	:1950
Barton										8	17	15	12						-	-
Chase													3	3	4	4	4	5	-	6
Clark										7	8	11	17						-	-
Clay	20	15	22	30	31	32	25	23	20	11	10	12	15	20	18	18	18	17	15	22
Cloud	35	19	16	16	16	14	13	19	14	13	13	14	16	18	16	14	14	12	11	9
Dickinson		11	19	20	26	26	24	19	17	12	14	16	16	19	20	17	18	15	20	22
Edwards										5	11	12	10						-	-
Ellis																		0	5	
Ellsworth														3	4	6	6	7	8	9
Finney										2	5	5	6						-	-
Ford										1	2	2	2						-	-
Geary	21	9	7	6	3	4	6	13	6	3	6	7	7	6	6	6	6	3	3	3
Hodgeman											1	1	6						-	-
Jewell														3	6	7	7	8	7	7
Lincoln														6	7	7	7	8	9	7
Marion																		1	0	3
Marshall		9	17	22	22	17	14	15	15	16	14	18	18	17	19	17	17	21	20	25
Meade										2	2	3	3						-	-
Mitchell												7	7	9	7	4	4	4	3	5
Morris		4	5	3	3	2	3	16	12	6	10	8	7	10	8	10	10	7	7	9
Osborne														7	7	7	7	10	10	10
Ottawa	31	7	7	6	6	14	11	16	17	9	6	7	7	7	9	9	9	6	5	7
Pawnee										4	8	16	14						-	-
Republic									1		3	3	8	8	8	8	9	10	10	10
Riley	27	22	26	27	39	30	26	20	20	19	27	27	26	30	31	30	30	31	30	29
Rooks																			-	3
Rush																			-	-
Russell														6	8	8	8	8	8	9
Saline									2	1	1	2	2	4	9	11	11	8	8	7
Smith														2	6	4	4	2	1	2
Stafford										5	13	14	19						-	-
Washington	38	30	27	23	25	16	11	17	21	12	19	28	31	31	33	30	30	33	29	28
Miscellaneous												3	3	2	3		2	1		
Total	172	126	146	153	171	155	135	158	145	133	194	243	267	211	229	219	222	217	203	237

Tables showing the counties and number of members in each county from the beginning of each association through 1950.

Membership in Farm Management Association No. 2.

County	:1931	:1932	:1933	:1934	:1935	:1936	:1937	:1938	:1939	:1940	:1941	:1942	:1943	:1944	:1945	:1946	:1947	:1948	:1949	:1950
Barber										8	7	7	8						-	-
Barton																			-	25
Butler		6	9	12	10	11	11	15	14	16	14	14	14	17	18	18	18	20	20	-
Comanche										3	2	2	2						-	-
Cowley	31	22	18	15	13	8	9	10	8	6	6	5	6	7	9	9	10	14	16	-
Harper	33	31	13	8	8	7	6	15	10	11	10	8	7	8	8	12	12	11	12	12
Harvey			8	11	16	15	15	15	14	14	15	18	20	23	24	24	23	28	28	27
Kingman	44	40	17	8	10	15	16	14	14	8	7	6	6	6	7	8	8	11	12	16
Kiowa										1	1	1	1						-	-
McPherson							13	16	17	15	16	16	21	27	29	28	29	29	28	28
Pratt		5	4	5	7	11				10	10	10	10						18	-
Reno			7	9	14	15	14	16	14	11	15	18	20	25	28	27	29	30	29	34
Rice				7	4	9	12	18	13	12	10	10	12	16	17	17	18	22	22	24
Sedgwick	24	24	13	10	10	10	13	14	12	12	12	13	14	21	24	27	28	29	31	28
Stafford			2	8	11	10													-	23
Sumner	35	25	10	9	10	10	10	14	13	12	9	12	12	13	12	9	12	12	12	17
Total	167	153	101	102	113	121	119	147	129	139	139	142	153	165	176	179	187	206	228	234

Membership in Farm Management Association No. 3.*

County	:1937	:1938	:1939	:1944	:1945	:1946	:1947	:1948	:1949	:1950
Barber	10	12	9	13	17	19	22	26	27	27
Barton	12	17	11	20	20	22	27	27	26	
Clark	11	11	7	16	13	14	15	15	14	19
Comanche	10	10	6	15	22	8	6	8	9	14
Edwards	14	11	6	15	8	22	26	32	32	35
Finney				17	16	15	16	19	23	25
Ford			2	4	3	3	2	3	2	3
Grant									1	6
Gray				2	5	5	6	6	6	7
Haskell				3		1	1	1	1	1
Hodgeman				12	10	9	13	14	16	18
Kiowa	7	8	3	12	12	11	15	14	14	16
Lane				5	5	4	4	4	4	
Meade			3	6	6	6	5	5	5	7
Morton										12
Ness				13	13	16	19	18	19	
Pawnee	12	14	9	21	20	18	20	22	20	20
Pratt	15	16	11	15	16	15	16	18		18
Rush	9	6	4	16	15	15	17	17	18	20
Seward									2	10
Stafford	15	14	11	26	22	22	25	26	25	
Stevens										1
Total	115	119	84	207	223	225	255	275	264	259

*Counties included in Associations No. 1 and No. 2.

Membership in Farm Management Association No. 4.

County	:1938	:1939	:1940	:1941	:1942	:1943	:1944	:1945	:1946	:1947	:1948	:1949	:1950
Atchison	19	16	7	13	7	7	10	11	11	11	11	11	12
Brown	17	14	16	17	17	18	22	22	22	30	34	34	36
Chase												6	
Coffey							6	7	9	11	10	10	
Doniphan	14	14	9	9	11	9	6	6	5	6	5	5	9
Douglas	7	5	4	2	2	2	3	5	5	6	4	4	5
Franklin	9	12	9	10	8	8	8	9	9	12	9	9	
Greenwood							12	14	18	19	21	21	
Jackson	18	21	15	12	9	14	31	33	29	30	34	34	34
Jefferson	17	15	12	10	11	10	12	11	13	13	11	11	11
Johnson	10	8	8	6	5	7	4	4	8	7	10	10	10
Leavenworth	9	7	8	8	7	7	6	7	6	5	5	5	5
Lyon	15	11	8	7	6	6	5	6	7	13	11	11	11
Miami							3	8	7	8	10	10	
Morris													9
Nemaha	15	15	11	13	15	12	12	11	11	12	13	13	12
Osage	10	12	9	10	9	9	9	7	8	8	10	10	
Pottawatomie	11	8	12	12	13	11	12	11	13	16	20	20	22
Shawnee	9	9	10	4	5	3	6	7	9	10	10	10	12
Wabaunsee												1	43
Woodson							6	5	4	4	6	6	
Wyandotte	8	7	8	6	6	6	7	7	8	9	9	9	8
Total	203	184	155	145	137	134	191	200	214	230	243	250	239

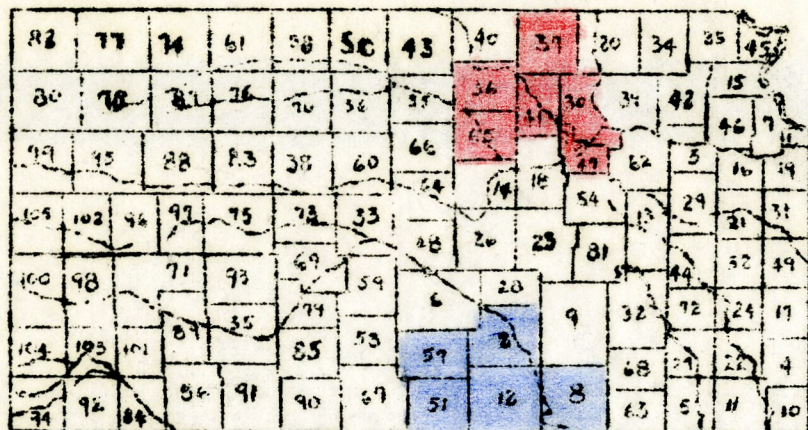
Tables showing the counties and number of members in each county from the beginning of each association through 1950.

Membership in Farm Management Association No. 5, 1950.

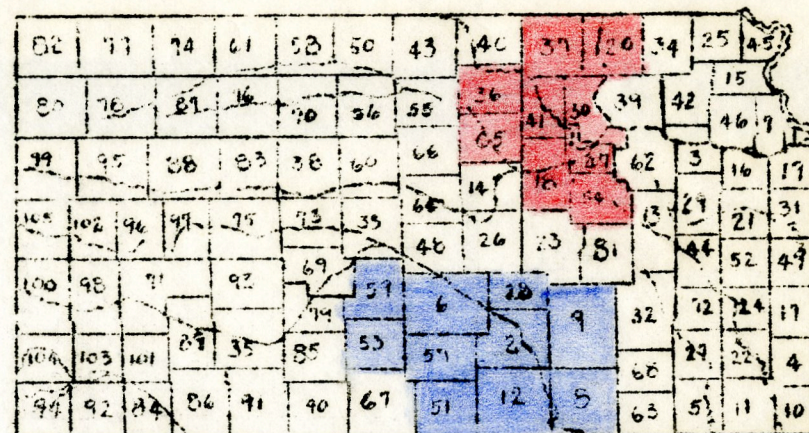
County	Membership
Cheyenne	30
Decatur	10
Gove	11
Graham	6
Greeley	10
Hamilton	16
Kearny	17
Lane	7
Logan	6
Ness	21
Norton	12
Rawlins	29
Scott	8
Sheridan	17
Sherman	19
Thomas	20
Trego	0
Wallace	10
Wichita	9
Total	258

Membership in Farm Management Association No. 6, 1950.

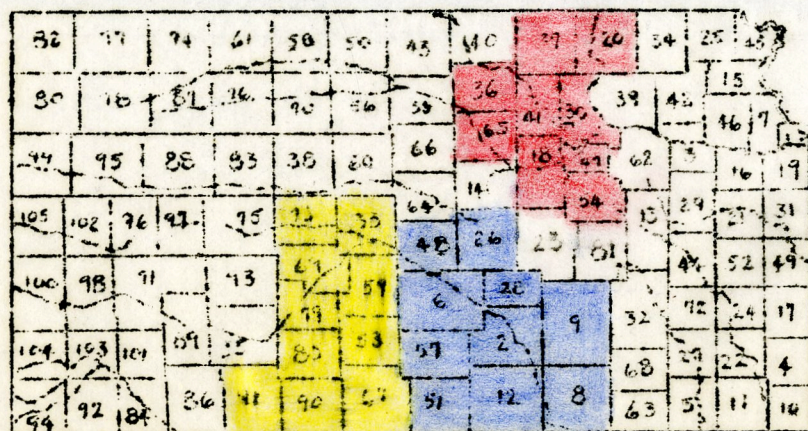
County	Membership
Allen	10
Anderson	4
Bourbon	5
Butler	25
Chautauqua	5
Cherokee	6
Coffey	18
Cowley	16
Crawford	9
Elk	13
Franklin	10
Greenwood	25
Labette	21
Montgomery	5
Neosho	22
Osage	13
Wilson	12
Woodson	7
Total	256



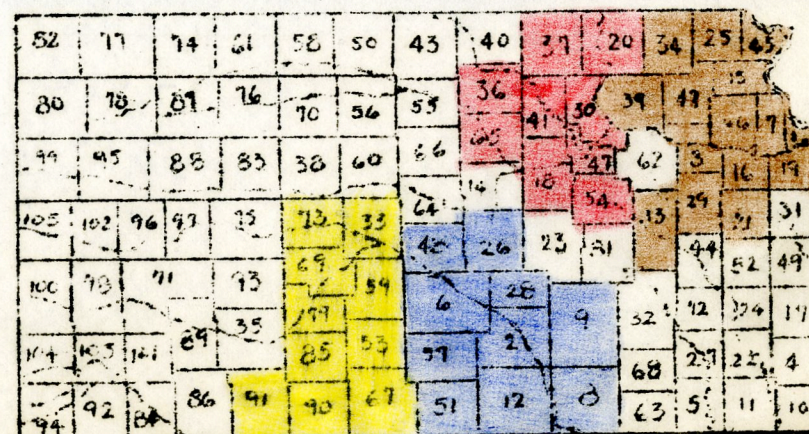
1931 The Two Original Associations



1933 Shows Growth of Original Organizations

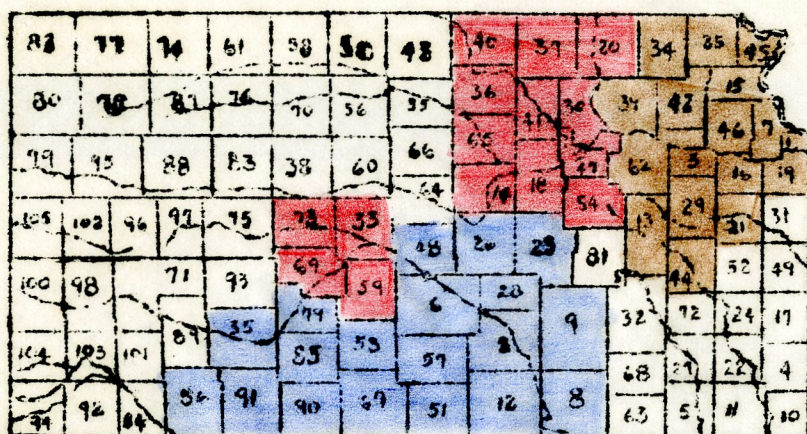


1937 Association No. Three was added in 1937

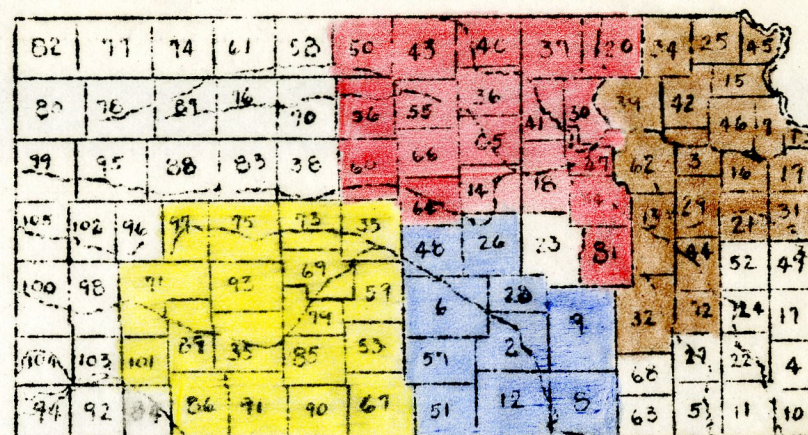


1938 Association No. Four was added in 1938

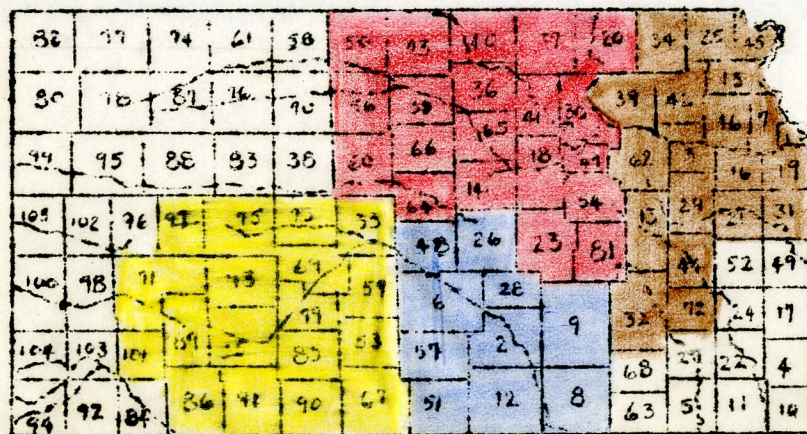
Maps portraying growth and development of the Farm Bureau-Farm and Home Management Associations in Kansas. Years showing a change were picked. For number of members in each county check tables in Appendix. The key to county numbers is on another page.



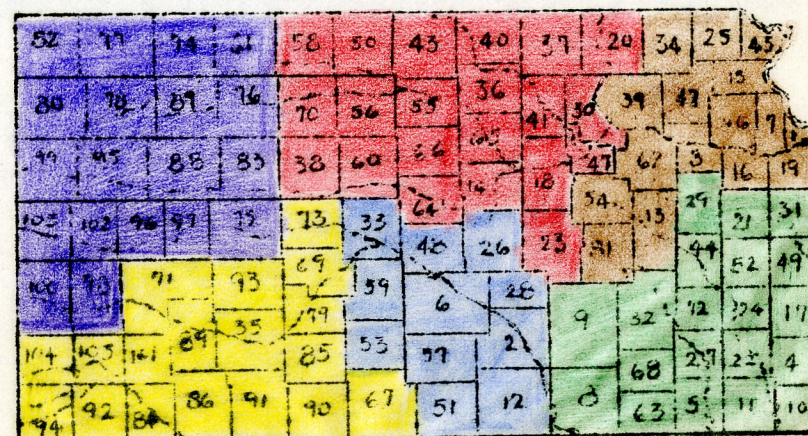
1939 Number of Associations was cut to Three due to Drought and Depression Conditions



1946 Association Number Three was Re-established



1949 The Four Associations Just Prior to the Change to Six Associations



1950 Shows the Six Associations Giving Complete Coverage to the State

Key to County Numbers

1. Wyandotte	36. Cloud	71. Finney
2. Sedgwick	37. Washington	72. Woodson
3. Shawnee	38. Ellis	73. Rush
4. Crawford	39. Pottawatomie	74. Decatur
5. Montgomery	40. Republic	75. Ness
6. Reno	41. Clay	76. Graham
7. Leavenworth	42. Jackson	77. Rawlins
8. Cowley	43. Jewell	78. Thomas
9. Butler	44. Coffey	79. Edwards
10. Cherokee	45. Doniphan	80. Sherman
11. Labette	46. Jefferson	81. Chase
12. Sumner	47. Geary	82. Cheyenne
13. Lyon	48. Rice	83. Trego
14. Saline	49. Linn	84. Seward
15. Atchison	50. Smith	85. Kiowa
16. Douglas	51. Harper	86. Meade
17. Bourbon	52. Anderson	87. Sheridan
18. Dickinson	53. Pratt	88. Cove
19. Johnson	54. Morris	89. Gray
20. Marshall	55. Mitchell	90. Comanche
21. Franklin	56. Osborne	91. Clark
22. Neosho	57. Kingman	92. Stevens
23. Marion	58. Phillips	93. Hodgeman
24. Allen	59. Stafford	94. Morton
25. Brown	60. Russell	95. Logan
26. McPherson	61. Norton	96. Scott
27. Wilson	62. Wabaunsee	97. Lane
28. Harvey	63. Chautauqua	98. Kearny
29. Osage	64. Ellsworth	99. Wallace
30. Riley	65. Ottawa	100. Hamilton
31. Miami	66. Lincoln	101. Haskell
32. Greenwood	67. Barber	102. Wichita
33. Barton	68. Elk	103. Grant
34. Nemaha	69. Pawnee	104. Stanton
35. Ford	70. Rocks	105. Greeley

Color to Associations

 Assoc. 1	 Assoc. 3	 Assoc. 5
 Assoc. 2	 Assoc. 4	 Assoc. 6

Types of Farming in Kansas

The farms in the Kansas Farm Bureau-Farm Management Associations are typed, in general, much the same as they were in the 1930 census.¹ According to this classification there were 12 major types and 5 sub-types. They included the following types of farm: General, cash-grain, cotton, crop specialty, fruit, truck, dairy, animal-specialty, stock-ranch, poultry, self-sufficing, abnormal, and unclassified. The abnormal type was divided into the 5 sub-types mentioned above but few if any of the farms are found in this classification.

A farm was classified according to a particular type if 40 percent or more of the income was from a particular product. A short definition of the types used in classifying the farms will be shown. These definitions will not cover all the exceptions but they will give a general idea of the classifications used in typing the Farm Bureau-Farm Management Associations. They are as follows:

Cash-grain -- corn, wheat, oats, barley, flax, and grain sorghum.

Cotton -- cotton (lint) and cottonseed.

Crop-specialty -- potato, soybeans, hay, and broom corn.

Fruit -- small fruit, tree fruit, nuts and grapes.

Truck -- all vegetables sold.

Dairy -- milk, cream, butter, butterfat, and dairy cows calves.

Poultry -- chickens, ducks, geese, turkeys, and eggs.

¹ Foster T. Elliott, Types of Farming in the United States, U. S. Department of Commerce.

Animal-specialty and stock-ranch -- all classes of meat animals such as beef cattle, sheep and hogs; also wool, mohair, and slaughter animals; for both types. The chief distinction between "Stock-ranches" and "Animal specialty" farms lies in the ratio of the pasture land to the crop land. A stock-ranch is a type of organization in which chief emphasis is placed upon the production of livestock by grazing, while an animal-specialty farm is one in which more emphasis is placed upon the production of crops and feeding of livestock.

In both of these types, sales of beef cattle, sheep, and hogs, or wool and mohair had to represent 40 percent or more of the total value of all products of the farm.

Due to the variation in the quality and the abundance of pasture in different sections of the state an arbitrary line extending north and south across the state coinciding closely to the 100th meridian was used to divide the areas. West of this line a stock-ranch had to have 10 times as much grass land as crop land and east of this line it had to have 5 times as much grass as crop land. If the farm did not have this proportion of grass land then it was classified as an animal-specialty farm.

General -- a farm was classified general if it did did not produce 40 percent of its income from any one source. It was called general plus if 50 percent or more of the income was from livestock or livestock produce and was classified general minus if less than 50 percent was from livestock or livestock produce.

Classification of Farms by Tenure

The farms in the Kansas Farm Bureau-Farm Management Associations are classified by tenure into three categories: Owner, part owner, and tenant.

An owner -- is anybody who pays less than 50 dollars cash rent and does not give any crop share rent.

A tenant -- is anybody who owns less than 250 dollars in fixed capital such as land or buildings.

A part owner -- is anybody who gives any crop share rent or pays 50 dollars or more cash rent and owns 250 dollars in fixed capital.

Farm records classified by reasons that make them non-comparable.

	: :No :Crop Asso- cia- tion num- ber	: :record :miss- :ing or :incom- :plete	: :Receipts: :and ex- :penses :other :than :prod- :ucts :operated	: :Ques- :tions :late for :unans- :wered	: :Re- :ceived :too :tabula- :tions :only	: :In- :ship :come: :com- :unsat- :calen- :not :avail- :able	: :Ma- :chin- :ery :record :unsat- :calen- :not :avail- :able	: :Short :or :non- :calen- :not :avail- :able	: :Receiv-: :ables :and :pay- :ables :Mis- :cel- :lane- :ous	: :N-C		
1944												
1	3		8		4	4	4	1	2	3		
2			1		1	2	3	2		1		
3	1	3		15		1	6	2		4		
4	9	4	5	15	3	6		2	1	9		
1945												
1			4	6	4	4	6	1	2	7	46	
2	1		1	5	3		2	2		3	10	27
3			2	1		2				6	14	25
4	2		6	1		2	3		1	42	24	81
Total												179
1946												
1	1	1	6	5	1		3	2	1	3	8	31
2	1	2	7	2	1			1				14
3	1	1	5	5	1			3		6	2	24
4		1	15		1		2	2	1	2	4	28
Total												97
1947												
1	5	3	6		1		3	1	3		17	39
2			2		2		1	2	3		7	14
3			6	1			4	4	1	3	7	26
4	2		11				3		2		6	24
Total												103
1948												
1	7	4	9	10	1		8	5	2	12	5	63
2			5	1			3	2			1	12
3	3	1	13	20			12	3	1	3	7	63
4	3	1	9		1		5	5		4	6	34
Total												172

Percentage of comparable records based on the number of books received and on the number of total membership, 1944-1948.

Asso- ciation: number :	Total member- ship :	Received :	Used :	Shown on reports :	Non- comps :	Per cent used of books received :	Per cent non- comps comps :	Per cent used of total members :	Per cent non-comps of total membership :
1944									
1	211	193	164	164	29	85.0	15.0	77.7	22.3
2	165	152	142	140	10	93.4	6.6	86.1	13.9
3	207	197	162	162	35	82.2	17.8	78.3	21.7
4	191	154	99	97	55	64.3	35.7	51.8	48.2
Total	774	696	567	563	129	81.5	18.5	73.2	26.8
1945									
1	229	204	158	158	46	77.4	22.5	68.9	31.1
2	176	169	142	141	27	84.0	16.0	80.6	19.4
3	223	207	182	169	25	87.9	12.1	81.6	18.4
4	200	170	89	87	81	52.4	47.6	44.5	65.5
Total	828	750	571	555	179	76.1	23.9	68.9	31.1
1946									
1	219	202	171	167	31	84.7	15.3	78.0	22.0
2	179	165	151	151	14	91.5	8.5	84.3	15.7
3	225	210	186	177	24	88.6	11.4	82.6	15.4
4	214	169	141	137	28	83.4	16.6	65.8	34.2
Total	837	746	649	632	97	87.0	13.0	77.5	22.5
1947									
1	222	200	161	155	39	80.5	19.5	72.5	27.5
2	187	177	163	163	14	92.1	7.9	87.1	12.9
3	255	238	212	200	26	89.1	10.9	83.1	16.9
4	230	215	191	181	24	88.8	11.2	83.0	17.0
Total	894	830	727	699	103	87.6	12.4	81.3	18.7
1948									
1	217	198	135	135	63	68.2	31.8	62.2	37.8
2	206	168	156	156	12	92.9	7.1	75.7	24.3
3	275	246	183	176	63	74.4	25.6	66.5	33.5
4	243	239	205	191	34	85.8	14.2	84.3	15.8
Total	941	851	679	658	172	79.8	20.2	72.1	17.9

Per cent of comparable books from total membership - 74.7.

KANSAS FARM BUREAU-FARM MANAGEMENT ASSOCIATIONS,
1931-1950

by

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B. S., Kansas State College
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The Farm Management Associations are groups of farmers organized for the mutual benefit of members in obtaining specific help from the fieldmen, Extension Specialists, and members of the Agricultural Economics Department along farm management, accounting, and marketing lines. The farmers pay fees which partly cover the cost of such services. The work of the associations is in cooperation with the Extension Division of Kansas State College and the Department of Agricultural Economics of the Kansas Agricultural Experiment Station. Each association has officers and a board of directors representing the various counties included. A fieldman for each association is selected by mutual agreement of the respective associations and the Extension Division, with the Department of Agricultural Economics acting in an advisory capacity. The Extension Division contributes toward the budget and furnishes help of the Extension Specialists in Farm Management. The Department of Agricultural Economics cooperates by making the summary and analysis of the farm records and by preparing reports including those made from the analysis of the books, market news letters, outlook reports and advice on specific problems.

Prior to the beginning of the Farm Management Associations, as they are known today, studies were made through the use of accounts kept of the farm business. This was started in 1923 with only 57 members turning in books for summary and analysis though many more had been handed out for use. By 1929, there

were 560 books turned in for summary and analysis, which showed the rapid progress and interest in this type of work.

This same pattern of farm account study preceded the formation of Farm Bureau-Farm Management Associations in other states much as it did in Kansas. The Kansas organization was patterned after that of Illinois in many respects. The farm account book used in Kansas was patterned after the book used by Iowa.

The organization of two farm management associations was set as a goal in 1930. The organization of these two associations was in cooperation with the American Banker's Association and the Kansas Banker's Association. Great assistance was rendered by the Kansas Banker's Association in backing the project and boosting it with enthusiasm.

A northern association, including Washington, Riley, Clay, Cloud, Ottawa and Geary Counties, was started December 1, 1930 with 170 cooperators. A southern Association, including Kingman, Sedgwick, Harper, Sumner and Cowley Counties, was started January 1, 1931 with approximately the same membership.

The organizations were largely financed by the members, each organization subscribing a budget of 4,500 dollars. Kansas State Agricultural College contributed 1,000 dollars to the budget. The same method of financing is used today though a much larger budget is subscribed. One change has been made. The work of summary and analysis became so heavy that the associations were asked to contribute 1,000 dollars

to help cover the cost of this service. This means the 1,000 dollars that was sent to the associations from the college is really used in helping to finance the summary and analysis work.

Some of the services offered to the cooperator by the associations were as follows: It would bring a well qualified fieldman to the individual farm at least two times a year and more if possible. The fieldman would assist the farmer in answering questions pertaining to his own farm business on the farm itself. The fieldman would assist the farmer in keeping a complete record of his farm business which could be studied to locate weaknesses in the organization. As more farmers began paying Federal and State income taxes the fieldman spent more time at the end of the year assisting in filing these forms.

At the end of the year cooperating farmers were to turn in their completed books to the college. The books are then checked, completed, analyzed and certain desired information is copied in other books or on large cards and kept in the permanent files. After all the books have completed this process the results are summarized and the results made into reports which are available for the cooperators, the fieldmen or anybody desiring the information. There are many special reports prepared from data gotten from the books.

Another service offered to the cooperators was the dissemination of market information through weekly news letters sent

out by the fieldman. The marketing information was prepared by the marketing staff of the Agricultural Economics Department.

The Farm Management Associations started in a period of years of depressions and droughts and they were faced with the problem of maintaining their membership in order to meet their budgets. The loss of membership was the largest in counties where crop failures were the most severe. It was not until 1937 that a third association was started in southwestern-central Kansas. In 1938 a new association was started in northeast Kansas. Due to drought and crop failures taking their ^{toll} among members in the southwestern-central association in 1938 it was decided to absorb it into the other associations. It was not reorganized until 1944 when it began operations again. Over 100 cooperators who were members when the association was absorbed in 1939 were still members when it was reorganized in 1944.

In 1949 new associations were started in northwest and southeast Kansas to give complete coverage of the state. This called for shifting some of the counties that made up the previous four associations into the two new associations as well as bringing in the remaining counties which previously had not been covered by the service. The new associations completed their first year of operation in 1950 and had a combined membership of over 500 members.

It is necessary that data gotten from the books be as

accurate and complete as possible. The research can be no better than the data upon which it is based. Some cooperators keep books that will meet these requirements and some do not. There are certain things that may keep a book from being comparable with other books such as partnership complications or the death of an operator but usually it is because of the negligence of somebody that the books cannot be used. Also there are members who never turn their books in for summary and analysis at the end of the year. These plus the non-comparable books, in the period 1944 through 1948, made up 25 percent of the total membership whose books were not available for research work. The cooperators making up the 25 percent are receiving the benefits and services of the associations but are not doing their part in making a comparable record available for obtaining data.

The following statements are made in the way of conclusion:

The membership has grown from approximately 250 members in 1931 to over 1,500 members in 1950 or roughly six times its original size.

The associations are in strong financial condition today with adequate budgets for full operation.

The service is offered as a give and take proposition to the farmer where he is offered assistance and advice and in return he gives his book for analysis and makes it available as a source of information. At this point the program is weak.

As was shown in the thesis, there were only 75 percent of the books that were satisfactory as a source of information. This means the cooperators as a whole are receiving the same information but only three-fourths of them are contributing data for research. The fault of this is not entirely that of the farmer. If the books are not completed at the time they are checked in then it should be up to the fieldmen to see that they are completed. If the cooperator will not keep a complete book that can be made comparable then he should be replaced with a member that will cooperate. The idea behind the farm management associations is a two-fold purpose and both of these should be stressed.

The tendency has been to get the membership of the larger and better farmers. The fact that membership farms are better than average has been proved statistically by Milton Manuel in a thesis in 1948.

For detailed information, such as that needed for input-output studies for example, the records as kept in the account books are inadequate. Due to income tax regulations many of the inventories are left the same as they were 10 years ago rather than adjust them to the present inflated values. Often times machinery is depreciated much faster on the books than is actually the case. There are many other places where discrepancies creep in and it is impossible to correct for them. For reasons such as these the data in the books are limited their use in research.

An evaluation needs to be made and should be the result

of concentration and effort of several people. If there are some studies that may be forthcoming or if the idea of having long-time records which can be obtained only through time seem to warrant their continuation then the thing to do is go ahead as they are now. If there seems to be no likelihood of any such studies then perhaps the money spent in analyzing and summarizing the books should be spent in obtaining more adequate data in a more satisfactory way. In this case the associations would have as their primary purpose direct service to the farmer. Whatever the fieldman wanted in the way of summary and analysis figures he would be responsible for obtaining himself. Some decision should be made even if it is only to go ahead as the work is at the present time.